

# POMS CHRONICLE

FIRST ISSUE 2017

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**Professor Manoj Malhotra, 2017 POMS President**  
Darla Moore School of Business  
University of South Carolina, SC, USA

Dear POMS members:

It is a privilege and honor for me to serve as President of POMS for 2017. As the preeminent society in the field, POMS has played an instrumental role in developing the knowledge bases in the discipline, disseminating valuable pedagogical techniques that make us better teachers in the classroom, learning from and informing the practice of POM with real world managers, and furthering the career goals and aspirations of so many POM scholars all over the world.

I got involved with POMS right after my graduation from the Ohio State University in 1990, and served as an associate program chair for one of the earlier conferences in Washington DC. It was a small society then, and still in its infancy after being founded by Kalyan Singhal, Sushil Gupta, Marty Starr, and many other luminaries of the field. It is amazing to me how it has grown over time purely on the strength of volunteer efforts of these and several other faculty members from leading universities. Many of them went on to serve as Presidents, and still continue to work for it in different roles, big and small. To join this group as the President this year is a humbling experience to say the least.

Like many other professional organizations, POMS has served its members primarily through its flagship journal and its annual meeting. POMS journal is one of the premier journals in management, and listed prominently among leading ranking agency lists. It continues to go from strength to strength thanks to the hard work of Kalyan, Subodha, and a star editorial board. Acceptance of a paper in it is a rigorous and challenging process for scholars. The annual meetings or conferences would not be as successful if the journal’s reputation did not anchor it. The conference becomes a destination for scholars to come from all across the globe to discuss and strengthen their research and teaching ideas. These conferences have grown tremendously over time, and the upcoming one in Seattle in May 2017 promises to be one of the largest ones with over 2,000 submissions and an expected count of 1,500 attendees. Asoo Vakharia and his team have done an outstanding job in putting together an excellent program with keynotes from Microsoft, Toyota, Hau Lee, and Jay Swaminathan; several semi-plenaries organized by Practice Leaders Forum; multiple unique panels; and mini-conferences hosted by an ever growing list of colleges, including the new one on Operations Excellence and Lean Practices.

### 2017 Annual Conference

**POMS 28<sup>th</sup> Conference**  
**May 5–8, 2017**  
**Seattle, Washington, USA**

*“Global Operations: Expanding Horizons, Social Good and Technology”*



General Chair:  
**Asoo J. Vakharia** (University of Florida, USA)



Program Co-Chairs:  
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(U. of Washington)



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(U. of Washington)

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The **POMS Chronicle** is published by the Production and Operations Management Society to serve as a medium of communication and to provide a forum for dialogue among its members.

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GLOBAL OPERATIONS:  
 SOCIAL GOOD,

EMERGING HORIZONS,  
 AND TECHNOLOGY

**POMS2017**  
 28th Annual Conference

MAY 2017 | Hyatt Regency Bellevue  
 5-8 | Seattle, Washington, USA



## FROM THE EDITORS



**Karthik Ramachandran**  
POMS Chronicle Co-Editor

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POMS Chronicle Co-Editor

University of Illinois at Springfield, Springfield, IL

Thanks for tuning in to the POMS Chronicle, the News/Discussion Magazine of the Production and Operations Management Society.

We have several exciting news to share with you in this issue. First, we welcome our new President for 2017, Professor Manoj Malhotra from the University of South Carolina. We also recognize the two new POMS fellows inducted in 2016: Professor Panos Kouvelis from Washington University in St Louis and Professor Jeet Gupta from the University of Alabama in Huntsville. You will read from them in this issue.

In addition to honoring our fellows, we also report on the global outreach of POMS on the international scene. Since our last issue of the Chronicle just six months ago, no less than three major international events have happened with the direct support of POMS and several of our long time international partners.

1. Professor Machuca, from the University of Seville in Spain reports on the 5th P&OM World Conference in Havana last September. This event was a joint effort of EurOMA, JOMSA and POMS. The conference was attended by 432 participants from 38 countries, with Europe sending the largest number of delegates. The P&OM World Conference is organized every four years.
2. The conference organized annually by the POMS Hong Kong Chapter is now in its 8th year. With 230 registered participants, the conference held just a few weeks ago was a resounding success. Read on Page 21 the report from Professor Ha of Hong Kong University of Science and Technology.
3. Finally, the Indian School of Business held its 4th POMS workshop in December 2016, an event attended by participants from four countries.

These events attest to the growing presence of POMS outside of the United States. As of December 15, 2016, more than 46% of POMS members reside outside of the United States. While the Americas still account for 64% of the membership, our presence is increasing in Asia and Europe (see Figure 1). POMS membership amounts to 2,076 members from 59 countries.

At this time, we are pleased to announce two more international events in June of this year in Israel and South Africa. (See Page 22.) More information on these conferences is available on the right hand side of the POMS.org homepage.

POMS is committed to continue its global outreach, and we hope

(Continued from page 1)

I hope to take initiatives this year in leading financial planning efforts to make POMS' organizational assets grow through investments that will provide more resources to our members over time. We would also explore how to broaden the depth of our offerings and services to members. I am particularly excited about the POMS mentor-mentee program that will be led and launched by Dorothee Honhon and Chris Tang at the SCM College mini-conference in Seattle, along with a panel led by Aleda Roth on Advancing Women Leadership in Supply Chain and Operations Management.

We have a valuable and robust society in POMS that is bursting at the seams with an intellectually stimulating environment that strengthens all of us in our professional pursuits. I will personally look forward to celebrating the strength and diversity of POMS at the Seattle conference, and welcoming all of you there on behalf of its board, conference committee, and countless volunteers who make this magic happen year after year! What a treat it will be! ■

you will help us in that effort. Please, share your ideas, suggestions or proposals with POMS Associate Executive Director for Global Initiatives and Outreach Nagesh Murthy of the University of Oregon.

Last but not least, we have also included in this issue a preview article from Martin Starr and Sushil Gupta, co-editors of the new Routledge Companion for Production and Operations Management, which is scheduled for publication in April. Martin and Sushil introduce for us this comprehensive review of our field, which, by the way, is also the result of an international effort.

With that, we will see you in Seattle in May for POMS 28th Annual Conference. The preliminary agenda is on the conference website (<https://pomsmeetings.org/conf-2017/Program>). The detailed program should be available from the same web page by February 10. ■

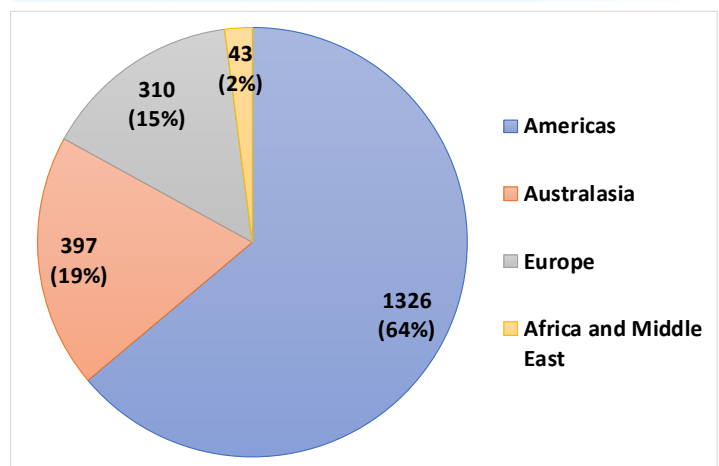


Figure 1: POMS Membership by Region (as of Dec. 15, 2016)

## 2016 POMS FELLOWS

### PANOS KOUVELIS

**Professor Panos Kouvelis** from the Olin Business School at Washington University in St Louis, was elected as a 2016 POMS fellow based on his significant contributions to the POM field in terms of research, teaching, and service.



Panos Kouvelis is the Emerson Distinguished Professor of Operations and Manufacturing Management at Washington University in St. Louis. He is also the Director of The Boeing Center for Supply Chain Innovation, a supply chain management research center.

Prior to joining Olin, Panos Kouvelis served as an associate professor at the Fuqua School of Business at Duke University and as an assistant professor at the University of Texas at Austin. He has published three books and over 80 papers in top-quality academic journals. Kouvelis has held visiting appointments with the Graduate School of Business, University of Chicago, where he taught in the executive programs in Barcelona, Chicago and Singapore, WHU- Koblenz School of Management, Germany, and Singapore Management University, Singapore.

He has consulted with and/or taught executive programs for Emerson, IBM, Dell Computers, Boeing, Hanes, Duke Hospital, Solutia, Express Scripts, Spartech, MEMC, Ingram Micro, Smurfit Stone, Reckitt & Colman, and Bunge on supply chain, operations strategy, inventory management, lean manufacturing, operations scheduling and manufacturing system design issues. ■

#### Interview of Panos Kouvelis by Karthik Ramachandran.

**Karthik Ramachandran:** *Congratulations on being elected as a POMS Fellow. Can you share with us how you feel about this nomination?*

**Panos Kouvelis:** I am very honored, and humbled at the same time, by the POMS Fellow Lifetime Achievement Award in 2016. It feels great to know that our professional community values my contributions to it, even if those are barely coming close to these of my mentors such as Professors Hau Lee, Warren Hausman, Chris Tang, Paul Kleindorfer and Morris Cohen.

**K.R.:** *What is it that you enjoy most about your job?*

**P.K.:** I view my job as that of a teacher and a scholar. In our job we have the privileged opportunity to help develop people at different stages of their career, from young minds in undergraduate and specialized masters programs, to managers in various MBA and executive program offerings. At the same time, we

have the opportunity to develop knowledge through research that then our professional community, and especially the practitioners in the operations and supply chain field, can use to manage business growth. It is rewarding to also have an opportunity to teach the research process to young minds that get excited about the field. While many of my students feel that they learned a lot from me, I would say that I learned a lot more from them, and that allowed me to sustain my continued interest in research. What I have enjoyed most in my job is the opportunity to develop talented people, enjoy the brightness of their minds, and get fueled and reenergized by the sheer energy of their youth and kind ambitions.

**K.R.:** *Can you highlight some formative experiences you had as a scholar in Operations Management?*

**P.K.:** I was always attracted by the application side of our field. I am an engineer by my early undergraduate training, and enjoy the problem solving aspects of operations challenges. However, over time I got impressed by the managerial challenges in real corporate settings and how our theories help transform business environments. I am a “disciple” of Professor Hau Lee, a good student of his that read all his multi-echelon inventory work and got fully emerged in his influential “bullwhip phenomenon” research and its applications. After the first ten years of my career, I had opportunities to get engaged in consulting projects where I could see firsthand how our understanding of inventory theories, system control, and lean operational excellence could save millions of dollar in a variety of settings, from manufacturing to health care to financial services. The application of these supply chain theories inform how corporate operational excellence and supply chain functions can be better organized, and how tremendous waste can be eliminated. Seeing the problem solving power and the value of the knowledge of our field through my consulting experiences made me a true believer in the value of our field and an optimist of its future. The last twenty years I lead a research center of operational excellence and supply chain innovation (currently named **Boeing Center for Supply Chain Innovation (BCSCI)**), which engages with companies in mini-consulting projects with faculty lead student teams. This gives me the opportunity to experientially teach our students in the transformative power of the ideas of our field. They enjoy the challenges posed, and gain confidence their knowledge leads to potentially powerful results.

Along those lines, a strong formative experience for me, and a proud moment, was when I worked as a consultant for a local large financial services organization. They did not have much process improvement expertise, and they contracted with me and my center to perform one or two early projects in improving some of their internal processes. After the projects, they were so impressed by the power of demonstrated tools and our problem solving approach, and they decided to form a whole new corporate “operational excellence” group with people hired with these skills. Now that group has grown and does extremely well, is viewed as a facilitator of transformative change across the whole organization, and runs its annual operational excellence conference celebrating successes across the whole organization. It felt really good to be able in my own small ways to influence positive change in a large organization. After all, that is the dream of a business school teacher and researcher: to change minds and transform businesses.

*(Continued on page 5)*

## INTERVIEW WITH 2016 POMS FELLOW PANOS KOUVELIS

(Continued from page 4)

K.R.: *We know the highlights of your career. Are there any particular instances (projects, papers, events, etc.) that you would like to recall as your personal highlights?*

P.K.: People in collaborative experiences defined the most memorable projects and events of my career. I will mention a few, and deeply apologize to all other collaborators that I will not mention in this interview.

Professor Genaro Gutierrez and I graduated at the same time from Stanford, and we both ended in the same department at the University of Texas at Austin. We had time for a lot of lunches, and definitely some of the most exciting research moments of my early career. I never had more fun than when we were writing our paper on "Parkinson's Law in project management." Work expands to occupy all time allotted to it. Underestimate your task uncertainty, and you will always be late in expectation as we proved in the paper. That was the paper that flowed the smoothest through the publication pipeline, and one that found its way in textbooks. One of my best cited work, and it was a lot of fun.

At UT AUSTIN I had the opportunity to work with the famous, and definitely rich by now, scholar and businessman extraordinaire Gang Yu (left his chaired professor position at UT to join Amazon as VP of supply chain, later Dell, sold a software company for airline rescheduling issues (Caleb Technologies), started the online venture "one store" Yihaodian company in China (sold it to Walmart later), and he is currently working on growing an online pharmacy company in China, among the few projects I know). It is really fun to work with smart, very productive people. We finished our "robust discrete optimization" book with applications in scheduling, inventory, project management, layout, and supply chain design in four months, and it has been my most cited work ever. When you find the "smart creative" type collaborators, make sure you leverage the opportunity.

At Texas I was mentored by Professor Hiro Matsuo, now at Kobe University. I learned the thinking behind Japanese Management approaches for process and system improvement. Hiro has stayed a friend and a mentor, and the last few years he got me engaged in some great applied research projects in the semiconductor and gas turbine generator industries in Japan. Great learning, and great fun of high impact research work in highly competitive industry environments.

At the Fuqua School of Business at Duke, Rich Daniels, now at University of Georgia, and I had a great time challenging each other as we developed some great algorithms for robust scheduling applications. Very well cited work. It was interesting to see 20 years later a lady named Kaitlin Daniels walk into my office to interview for a faculty position at Wash U. I remembered her as a little girl in Durham, North Carolina. Passage of time, and definitely "great job, dad!"

At Washington University I had two great collaborators that influenced my thinking as much as I hope I influenced theirs. With Professor Ling Dong, both of us disciples of Hau Lee, we worked

together in some of our seminal work in integrated risk management in global supply chains. The paper "On the integration of production and financial hedging decisions in global markets" is the one that I have enjoyed the most in presenting in research seminars. My prediction, it will be "our classic" in the literature. At least, I hope so. It has been a great relationship, I hope to enjoy many more years and projects with my "smart creative" colleague. A great researcher, but a kind and very generous spirit as well.

Professor Joe Milner, now at the University of Toronto, taught me a lot about stochastic control as we worked on difficult supply chain problems with demand and supply uncertainty, and ways to understand the value of flexibility. I have always enjoyed the clarity of his thinking, the patience, attention to detail, and the rigor of his approach. We had too many fun research meetings. It took us a while to get the paper "Order Quantity and Timing Flexibility in Supply Chains" through the Management Science pipeline, but we enjoyed every moment of it.

At Washington University I enjoyed the keen mind, visionary leadership, and high integrity of Professor Meir Rosenblatt. Unfortunately, he died young, and we did not have the opportunities to complete many of the projects we planned. But in a short interval of overlap, he influenced my life in disproportionate ways through the example he set for me.

Of course, Professor Hau Lee has been the most influential mentor for me. He taught me through example what a true scholar does: researches high impact, relevant topics; brings his insights in productive ways in the classroom (case studies can be a great vehicle); and finally makes sure his ideas are communicated to managerial audiences (use the right outlets for it) and influence practice. Our field owes him a lot for the way he influenced the acceptance of our theories in actual practice, and the "buzz" his ideas generated that many of us capitalized on. I was lucky to become his student in 1985, and he stayed a supporter and a bright star throughout my career, and especially during difficult times.

K.R.: *What are you most passionate about your current work?*

P.K.: It is research in timely, relevant, and potentially high impact applied projects. Let me describe some of my recent undertakings.

The last few years I have enjoyed working in the area of integrated risk management in global supply chains. With complex global supply chains selling to multiple markets very diverse product portfolios and sourcing from myriads of faraway locations, firms are exposed to multiple uncertainties such as exchange rates, interest rates, commodity prices, etc. Many of these factors have a big impact on the ability of supply chains to profitably execute their long term strategies, and risk management requires the simultaneous use of operational hedges (reserved capacities, inventory buffers, redundancies in supply chains, network flexibility, etc.) in combination with the right financial

(Continued on page 6)

## INTERVIEW WITH 2016 POMS FELLOW PANOS KOUVELIS (CONT'D)

*(Continued from page 5)*

contracts on liquid traded asset markets. Our research has progressed substantially to clearly outline the advantages of such strategies, and the how to execute them in complex supply chains. We have already brought these ideas in our teaching in specialized courses for masters' students.

The area of Supply Chain Finance has mushroomed in interest the last few years both from an academic research perspective and the tremendous expansion of practices by banks and other financial institutions. Developments in blockchain technologies will further accelerate the importance and growth of the field. Our research group at Washington University in St. Louis has spearheaded interesting research in the area (trade credits, reverse factoring, effective contracting, and hedging practices, just to name a few), and we are looking forward to see the impact of our work in practice. We have started bringing these ideas into our masters' level courses. We run a highly successful research mini-conference on the topic every year in May.

The last few years I have spent a lot of time understanding interesting issues in agricultural supply chains (yield management, seed procurement and inventories in the presence of both yield and demand uncertainty, new product introduction, etc.). Since I have worked with a large agribusiness company in our area, I had the opportunity to document these issues in relevant case studies, and bring the issues to the classroom. At the same time we had the opportunity to write interesting papers currently in the publication pipeline. Hopefully, some of this work will lead to impactful practices in the industry.

*K.R.: What is your opinion about the future of our field? Is there anything we should change or try to maintain/improve?*

*P.K.:* I am an optimist of the vitality and future of our field. The next 20-30 years might end up being the "golden age" of our field. We have matured as a field (from a modelling perspective we got rich in experiences with operations research, engineering, and economic models; always worked with data in applying our models for decision support; we have expanded our work to empirically verify some of our theories and make interesting new observations on important phenomena, and we are even getting comfortable with behavioral theories and the use of "irrational agents" in our environments). Dealing with massive amounts of data and the use of real time optimization has attracted a lot of brain power from our field in the interfaces of computer science (always a neighboring field for us) and high quality operations research. In the current environments of increased complexity, massively available data (structured or unstructured), need for real time decisions, and accelerated competition, the analytics and decision support capabilities of our field combined with good managerial intuition, out of our operational and supply chain theories, are needed more than ever. From recent experiences in interacting with companies, it is clear to me that the innovative companies of today like Amazon, Google, Apple, Boeing, etc., are desperately looking to find the operations and supply chain analytics professionals that will allow them to

"machine learn" and real time decision support their operational and managerial environments. Our discipline has learned to operate at the interfaces of applied mathematics, computer science, economics and econometrics, and effectively use solid operational theories (queueing, inventories, etc.) for environments characterized by uncertainty and complexity. The new era is our ERA, and we can dominate it if we stay true to the foundations of our field. We are FIRST CLASS OPERATIONS MANAGEMENT RESEARCHERS, with unique insights that inform practice and solve real problems, and not second class theorists of anything else.

The last few years I sense the excitement in our field as our young graduate students are diffusing their interests into economy sharing applications, machine learning, transforming wasteful health care processes, finding ways to create principles for improved supply chain from a social responsibility perspective, reengineer agricultural supply chains in emerging markets, and manage risks in cybersecurity and other terrorist threatened environments. Many of the business model innovation theories are driven by operational and supply chain theorists, and we can better understand and predict the power of new emerging technologies like 3D printing, block chain, the internet of things, etc. Let us excite young graduate students to develop and flourish in this unique opportunity for our field. Our field is characterized by tremendous openness to ideas and understanding of cross-functional issues. The operations and supply chain management field is a broad and the most general management field among the so called "functional areas." We have always included in our studies issues that other functions care, and adapted from them effective ways to model new factors. We have opened our decision models to interface issues with marketing, finance, human resources, etc. We are rich in that way, and the current environment will reward the diversity of our tools, the cross functionality and multi-disciplinarity of our interests.

*K.R.: Looking back, is there any advice you'd like to share with PhD students or junior faculty who want to do impactful research?*

*P.K.:* Be true to yourself and have, or develop, deep intellectual attraction to your environment of study. You are not just writing another paper. You are committing your energy and passion to something you hope will last a lifetime, and you are building a vision and an agenda. As the poet says, you are not in it for the "arriving to the final destination, the Ithaca," but for the trip, and the trip is enormously satisfying as you enter new "ports" (...projects, fields of study) and consume exotic ideas. If you feel that way, and make the right commitments, our field will prove true to you and give you many rewards, financial, intellectual, and emotional and an unparalleled internal satisfaction from the influence your work will have.

We are an applied field and there is no shortage of relevant problems for us to study. Look around, be curious, ask questions, and appreciate the challenges of the true practitioners

*(Continued on page 7)*

## INTERVIEW WITH 2016 POMS FELLOW PANOS KOUVELIS (CONT'D)

(Continued from page 6)

and managers. Then go back, reflect, decide on the important tradeoffs you study, and innovate with an emphasis on being rigorous, but practical at the same time.

*K.R.: Looking forward, are there particular skills and abilities junior and senior folks in Operations Management should develop to do high quality work?*

*P.K.:* I graduated in the late 80s with the typical toolkit of operations researchers and industrial engineers (optimization, dynamic programs, stochastic processes, queueing, combinatorics, etc.). As a more economics focused approach emerged many of us had to train ourselves in game theory and industrial organization topics. As I wanted to study the interfaces of operations and finance, spend a lot of time reading corporate finance, options theory, and the real options investment theories. The new emphasis on empirical and behavioral work brought us back to refreshing our applied econometrics skills and studying behavioral game theories and experimental economics. The “new machine learning” era brings the need to study the convergence of computer science, econometrics and operations research in the classic books of this new field. The economy sharing models requires for us to become familiar with multi-sided platform economics. If you want to stay with the field, you need to evolve with the field. Be ready to regenerate every 5-8 years, and keep the passion of learning going. It has been fun, and looking forward to my new “machine learning” skills, soon.... “Keep Ithaca always in your mind....But do not hurry the Journey at all.” “...May you go to many Egyptian cities to learn and learn again from those educated.” ■

COUNTRY	POMS MEMBERSHIP	
United States	1119	53.9%
China	171	8.2%
India	116	5.6%
Brazil	105	5.1%
United Kingdom	94	4.5%
Canada	77	3.7%
Germany	61	2.9%
Netherlands	36	1.7%
France	22	1.1%
Hong Kong	19	0.9%
Singapore	19	0.9%
Japan	17	0.8%
Switzerland	16	0.8%
Australia	13	0.6%
South Korea	13	0.6%
Italy	11	0.5%
Turkey	11	0.5%
Spain	10	0.5%
Portugal	9	0.4%
Taiwan	9	0.4%
Austria	8	0.4%
Finland	8	0.4%
Sweden	8	0.4%
Belgium	7	0.3%
Colombia	7	0.3%
Israel	7	0.3%
Mexico	7	0.3%
Iran	6	0.3%
New Zealand	6	0.3%
Denmark	5	0.2%
Ireland	5	0.2%
Chile	4	0.2%
Hungary	4	0.2%
United Arab Emirates	4	0.2%
Honduras	3	0.1%
Pakistan	3	0.1%
Thailand	3	0.1%
Vietnam	3	0.1%
Egypt	2	< 0.1%
Ghana	2	< 0.1%
Malaysia	2	< 0.1%
Nigeria	2	< 0.1%
Norway	2	< 0.1%
Qatar	2	< 0.1%
Saudi Arabia	2	< 0.1%
South Africa	2	< 0.1%
U.S. Minor Outlying Islands	2	< 0.1%
Bangladesh	1	< 0.1%
Bulgaria	1	< 0.1%
Costa Rica	1	< 0.1%
Croatia	1	< 0.1%
Kenya	1	< 0.1%
Kuwait	1	< 0.1%
Lebanon	1	< 0.1%
Peru	1	< 0.1%
Poland	1	< 0.1%
Puerto Rico	1	< 0.1%
Slovenia	1	< 0.1%
Uruguay	1	< 0.1%
<b>TOTAL</b>	<b>2076</b>	

POMS Membership by Country  
As of December 15, 2016

## 2016 POMS FELLOWS

### JATINDER (JEET) GUPTA

**Professor Jatinder (Jeet) N.D. Gupta** from the University of Alabama in Huntsville was elected as a POMS fellow based on his significant service contributions to the POM community, in particular, as president of POMS in 2007-08.



Jeet Gupta is currently the Director of Integrated Enterprise Lab, Eminent Scholar of Management of Technology, Professor of Information Systems, Industrial and Systems Engineering and Engineering Management at The University of Alabama in Huntsville, Alabama. In his career, He held several technical and managerial positions in the US

Postal Service and Energy Information Administration where he received the superior job performance award. He is a frequent keynote speaker at various international conferences. He has published numerous papers in journals and proceedings such as: Journal of Scheduling, Journal of Logistics Information Management, Journal of Management Information Systems, Decision Sciences, Electronic Commerce Research, International Journal of Information Management, Supply Chain Management, Production and Operations Management, International Journal of Production Research, IIE Transactions, Operations Research, Mathematics of Operations Research, INFORMS Journal of Computing, Operations Research Letters, Annals of Operations Research, OMEGA, Journal of Operational Research Society, European Journal of Operational Research, Computers and Operations Research, and Production Planning and Control. Co-author of a textbook, he served as the North American Editor of the Journal of Flexible Systems Management and an editorial board member of various reputable national and international journals. He is currently serving as an Associate Editor of Decision Sciences and International Journal of Planning and Scheduling. Editor of special issues and books, he received the Outstanding Research and Outstanding Faculty Awards from Ball State, the UAH Distinguished Research award and the UAH Foundation Research Award. In spring 2004, 2007, 2010, and 2013, he received College's Outstanding Graduate Teaching Award at UAH. In 2011, he received the Outstanding Service Award from UAH and Outstanding Business Person award from Beta Alpha Psi Society. At Ball State, he received Dean's teaching awards.

Dr. Gupta is a frequent distinguished visiting faculty member at various universities in several countries including Australia, Brazil, China, France, Germany, Hong Kong, India, Italy, Japan, Korea, Mexico, Netherlands, Portugal, Spain and United Kingdom. He taught research methodologies to several graduate students at several universities and countries. He also collaborated in research with the faculty and students from various institutions

and countries to publish in high quality refereed journals. In doing so, several students from various countries visited his campus in USA to work with him on joint research for which he was their supervisor in USA. He has served as a mentor to several students, research scholars, and faculty members from various universities and countries.

Dr. Gupta serves consultant to government and industry and served as the President of Production and Operations Management Society and the Vice-President for Global Activities for Decision Sciences Institute. He also served as the President of Huntsville Association of Technical Societies, Founding President of the Indian Subcontinent DSI and Regional Vice President of DSI. He served as the Founding Chair of the Alabama Chapter of ASUG (America's SAP Users Group), and Vice-President of Decision Sciences Institute. Currently, he is the President-Elect for Decision Sciences Institute. His conference leadership activities include being the chair of the second World Congress on POM and Fifth and Eighth Global Conference on Flexible Systems Management. He has been inducted as the Fellow of the Decision Sciences Institute and the Production and Operations Management Society. Recently, he received Dennis E. Grawoig Distinguished Service Award from the Decision Sciences Institute and the Distinguished Services Award from Indian Subcontinent Decision Sciences Institute.

Dr. Gupta's current research interests include Business Analytics, Corporate Governance, Enterprise Resources Planning (including SAP), Information Security, Supply Chain and Logistics Management, Information and Decision Technologies, Scheduling, Planning and Control, Enterprise Integration, and Social Aspects of Corporate Activities. Within these areas, he is interested in exploring the relationship between social responsibility, organization and social culture. He is particularly interested in widening the managerial and technical research to a societal level so as to help various societies to solve their problems. In doing so, he is interesting in mentoring and developing the research capabilities and skills of younger generation all over the world. ■

#### Interview of Jeet Gupta by François Giraud-Carrier.

*François Giraud-Carrier: Congratulations on being elected as a POMS Fellow! How do you feel about receiving this award?*

*Jeet Gupta:* Thank you. I am humbled and honored that the Production and Operations Management Society (POMS) has inducted me as a POMS fellow in 2016. I am thankful to POMS for considering me as one of the thought leaders in the field of Production and Operations Management. In doing so, I feel that POMS is recognizing the work of numerous people who have contributed to my learning the various POM research concepts, tools, and methodologies as well as thinking through them in practical situations.

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## INTERVIEW WITH 2016 POMS FELLOW JEET GUPTA

(Continued from page 8)

F.G.C.: *What do you enjoy most about your job?*

J.G.: This is an interesting question. Being in academia provides me an opportunity to interact with a diverse community of students, faculty colleagues, and business, government, and community leaders. Therefore, I think I have the best job in the world in shaping the future generations of thought leaders in POM as well as benefiting from learning from the constant source of new generations of students coming up. Being a faculty member in a business school enables me to be around the people who create the future. This is quite exciting and invigorating. My job also allows me to be a part of the POMS community where we discuss, argue, and forge new ideas and solutions that enhance our well-being and give us a sense of responsibility in the world. Professional associations at POMS meetings help me to create a better learning environment for my students to learn to be responsible thought leaders in the future and to contribute to our profession globally.

F.G.C.: *Could you maybe highlight one or two formative experiences you had as a scholar in Operations Management?*

J.G.: There have been many such experiences in my career, though some of the most memorable ones are from my earlier years. As a master's student in India, I remember struggling to develop the appropriate algorithms to solve planning, scheduling and control problems in Operations Management. The assistance I received from my professors at the time and the encouragements from my fellow students kept me going to the extent that I decided to pursue a PhD program in the US. However, my formative experiences as a scholar in Operations Management are those at the US Postal Service where I worked for eight years solving several planning, scheduling, and control problems. It is during this phase of my life that I learned both to think about theory and applications simultaneously and to search for workable solutions rather than esoteric and/or elegant solutions, like using regression analysis to find an approximately optimal solution to the retail operations staffing problem in a post office. These experiences at US Postal Service (highlighted in an article in *Interfaces* in 1977) were followed by my experiences at the US Energy Information Administration. While working for the Energy Information Administration, I learned the value of POM analysis in understanding the impact of strikes on national policies and the relevance of modeling to answering questions from the US Congress or the White House. These experiences helped me to understand the need to find elegant or workable solutions depending on the situation. These experiences also shaped my view of our field and my teaching and research philosophy.

Apart from the job-related formative professional experiences, I have been fortunate to learn from my professors and my interactions and discussions (often very brief) with many luminary leaders in our field including Russ Ackoff, West Churchman, Saul Gass, Bob Hayes, Hau Lee, and Wickham Skinner. Marty Starr stressed the importance of thinking out-of-the-box and following through the new and big initiatives to their implementation.

Kalyan Singhal taught me the real value and importance of conviction, commitment and perseverance in achieving the results we wish to achieve. Working with Sushil Gupta, I learned the true value of systems thinking and keeping a calm attitude even in times of crisis. I am thankful to these and all those individuals for helping me develop my abilities and shaping my world-view about our profession and our society.

F.G.C.: *We know the highlights of your career. Are there any particular projects, papers or events that you would like to recall as your personal highlights?*

J.G.: My earlier work at the US Postal Service and Energy Information Administration formed my world-view of Operations Management and resulted in an international recognition as a scholar and a practitioner in implementing Operations Research and Management Science. It added to my earlier recognition as a developer of scheduling algorithms. Another notable instance that I recall as a highlight of my early career was a volunteer assignment to organize the logistics of an event attended by well over 2,500 people. Applying the concepts of project management for the planning, scheduling and control of this event provided me an opportunity to learn the value of our profession on one hand and the excitement of achieving concrete results on the other. Use of project management techniques for the first time helped us to execute the plan without any major issues and served the audience and the event organizers really well. However, such research, while useful in solving real problems, often does not –and in these cases did not– yield any refereed journal articles in any respectable journals, much less top-tier publications. Nevertheless, the impact of our planning, scheduling and control activities was a shot heard around the world in planning and executing events of that magnitude.

My experiences at US Postal Service, Energy Information Administration and the volunteer position mentioned above are important because they reveal the true significance of operations management. It taught me that the in the development and application of operations management, the rubber indeed meets the road. In other words, in POMS, we do need to solve and implement practical planning, scheduling, and control problems as, in their absence, we will not accomplish the desired results. This is also consistent with the mission and vision of POMS: to include teaching, research and practice in its portfolio of activities.

F.G.C.: *What are you most passionate about your current work?*

J.G.: I am truly passionate about building and/or shaping the future. I am quite fortunate to be productive as a researcher who has shaped to some degree the field of operations scheduling and management science implementation. My passion extends to my teaching and contributing to the successful learning of my students because they carry our hopes and our future. I constantly learn from my students. They provide me with many experiences in analyzing and synthesizing multiple viewpoints about a particular problem or phenomenon. Experiences like

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## INTERVIEW WITH 2016 POMS FELLOW JEET GUPTA (CONT'D)

(Continued from page 9)

these create the motivation, stamina and energy for me to continue to be a better scholar, teacher, and ultimately a better person in this world. In all my activities, be they research, teaching, consulting, administration, or networking, the basic theme of analyzing and solving planning, scheduling, and control problems is an integral component, and I am quite passionate about it in my work as well as in my life.

*F.G.C.: What is your opinion about the future of our field? Is there anything we should change or try to maintain/improve?*

J.G.: I think POMS has done a marvelous job of presenting an all-inclusive and ever evolving view of our profession. It has included the practitioners, academicians, students, and administrators in its membership. POMS colleges also include such areas as Healthcare Operations Management, Behavioral Operations Management, Technology and Innovation, and Sustainability. The flexible and inclusive nature of POMS enables us to undertake new and emerging concepts within the POM field on one hand and to contribute to the solution of wider business and governmental problems on the other.

I do think of five possible avenues for POMS to enhance its influence and impact in the future. First, I do think that operations planning, scheduling, and control activities reflect the core of the POM profession. Therefore, I do think that we need to increase the emphasis on such activities. Permit me to elaborate on this. While we have enlarged the portfolio of POM activities, we seem to think that solving operations planning, scheduling, and control activities is of lesser value than the study of the boundary spanning studies that position POM activities in the business organizational chart. However, the importance of operations planning, scheduling, and control activities is clearly illustrated by the debate of the 2000 US Presidential election results in the State of Florida. The issue of “hanging chads” in that election was a failure of the process design, quality control, and operational effectiveness. Had we analyzed, solved, and implemented appropriate operational planning, scheduling, and control problems, we could have avoided the so-called “hanging chads” situation, and instead devoted our energy to other important and significant issues.

Second, I think we need to be really inclusive and tolerant in our views of fundamental (i.e., theoretical) research and applied (i.e., empirical or experimental) research. Lately, we have developed a viewpoint that all research should be relevant by which we mean that all research should be directed towards the solution of practical situations and show that it is applicable to solve practical problems. In fact, in many ways, we think that those who do fundamental or theoretical research are only solving “toy” problems and are not contributing to the field of POM. I think we need all types of research in POM in order for us to provide effective and timely solutions to the ever-emerging POM problems in business and government. Recently, I have joined in the research of my younger colleague, Anna Devlin, that looks at the “behavioral bias” in making various OM decisions. This research involves finding an optimal solution to a practical prob-

lem using the model-based methodology and then conducting experiments to find the actual decisions being made by the participants to determine the behavioral bias (as deviation from the optimal solution). The final goal of this research program is to design intervention strategies either to reduce/eliminate the behavioral bias if needed or to alter the model to better reflect reality. Our research is an illustration of the need for both theoretical (model-based) and applied (experimental-based) research to advance the knowledge and practice of our field.

Third, I think we need to broaden our field to include interactions with other business/managerial functions like finance and marketing on one hand and the support functions like information technology on the other, so that we can include such considerations in our research and teaching. It is only through such interactions and cross-fertilization that we can be effective in researching and solving organizational and societal problems.

Fourth, I do think we need to think about the societal issues in our POM research and teaching. Most of what we teach has broader impact than just to solve the problems and issues facing a business corporation. In fact, developments in supply chain management has shown us that many businesses are interconnected and we need to study the operations of these entities together. However, we can make a much broader impact and expand our influence by solving societal issues like: what does it take to provide education to everyone in a society or what is the best way to operate a healthcare system to keep everyone healthy. While these issues are a lot more complex than the problems we solve in industry, these are more significant and important for us to research and solve even though there are several political issues involved. To do so, I think we need to change our unit of analysis from the “firm” to “society” as a whole. Tackling such societal issues can enable us to provide cost of living with political issues and benefits of handling/ changing the political climate to implement POM solutions to societal problems.

Finally, I do think we need to work together to better communicate to the general public what POM is. Everybody knows the contribution of Finance, Management, or Marketing to the organization. However, we have difficulty explaining the nature, contents, and value of POM makes to an organization. So much so that several people think that the Operations function does not exist!

Fortunately, POMS is positioned rather well to undertake all five avenues suggested above as it has included these in their conferences and publications. The POM Journal clearly includes the first and second avenues to a large degree. POMS current colleges in sustainability, healthcare operations, and behavioral operations, and its work on humanitarian logistics clearly point to the inclusion of the fourth avenue mentioned above. The POM Journal as well POMS conferences also reflects the inclusion of the third avenue. However, POMS conferences and the POM Journal have included discussions to define POM field and its evolution to a lesser degree. Nevertheless, more work is

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## INTERVIEW WITH 2016 POMS FELLOW JEET GUPTA (CONT'D)

(Continued from page 10)

needed to solidify and communicate the nature and contribution of POM to the organization in a manner that is easily understandable by a nonprofessional.

F.GC.: *Looking back, is there any advice you'd like to share with PhD students or junior faculty who want to do impactful research?*

J.G.: This is an interesting and an important question that I wish had been answered when I was a PhD student or a junior faculty member as it might have shaped my life differently. To a PhD student, I would suggest that s/he include both breadth and depth in their study. Many problems and issues in POM interact with - and are dependent on other business functions - and span across several methodologies. Therefore, it may be useful for a PhD student to know other business functions and the research issues and approaches in those functions, perhaps including such areas as information technology and bio-sciences. Similarly, I suggest that a PhD student be careful in selecting a dissertation topic, as it will stay with him/her for some years after the completion of a PhD degree. It is better to select a dissertation topic that is a new area of research rather than an incremental change or merely the enhancement of an already existing area, model or study. Even though broad research questions are difficult to research, I suggest that the dissertation topic should have a broad appeal for some time to come. For young (junior) faculty members (who are also worried about tenure), I suggest staying active to find new avenues and areas of research while pursuing the publication and extension of their dissertation topics. For both PhD students and junior faculty members, developing professional networks and interacting with practitioners is a necessity and I encourage each person to pursue these. POMS offers excellent opportunities to PhD students and young (junior) faculty members to network and interact with senior faculty members to seek answers to their questions and to develop relationships in an informal mentor-mentored way. Such opportunities also result in possibilities of collaborative research projects and publications. My recent research work with a younger colleague mentioned in answer to an earlier question is an example of such collaborative research project.

I suggest that the PhD students as well as the young faculty members pursue ways to be effective teachers ensuring that the students learn and develop relationships with the community around their institutions. While such efforts are time-consuming and perhaps perceived as taking away from the time these young colleagues can spend on research, the reward of such work is worth the effort.

Finally, I suggest that PhD students and young faculty members volunteer their services to the work of POMS in various ways. This not only develops their skills in achieving results, it also helps them develop the professional network necessary for success in their careers. In my experience, I have found that the value that I created myself was much higher than the contributions I made to the specific volunteer activity. While many schools and senior folks advise against such participation in

volunteer activities, I suggest these activities as a way to develop professionalism in one's career and to create a balanced portfolio of activities.

F.GC.: *Looking forward, are these particular skills and abilities junior and senior folks in Operations Management should develop to do high quality work?*

J.G.: Yes. I think developing a sense of belonging to a professional community like POMS will be useful as we all progress in our careers. Therefore, senior folks like me should avail of the opportunities to nurture the younger folks by discussing the "ropes to skip and ropes to hold on to." Further, senior folks should discuss and articulate, from time to time, the future directions and opportunities in POM so that younger folks can get involved in research projects that result in high quality publications and a significant contribution to the future of POM. I think POMS vision and mission enable us to undertake these roles quite effectively and I look forward to participating in such dialogues in the future.

The younger folks should seek out senior folks to discuss their ideas and concerns so that we can find solutions to tricky problems. Even though the senior and junior folks may not agree on the outcomes, the discussion itself provides significant contributions to the growth of all involved.

F.GC.: *What are your views about the future of POMS?*

J.G.: I have been involved in various POMS activities, both as a member and as a volunteer, since its inception. I am pleased with the reception POMS has received and the contributions it has made to the POM profession, the community and the people. Over time, POMS has become a premier global professional society in POM and has grown faster than most academic societies I know. Yet, it remains true to its core values and the original mission and vision. Therefore, I am excited and optimistic about the future of POMS in integrating the practice and development of POM to solve the societal problems of importance. In doing so, I am convinced that POMS will help recognize the POM function as an indispensable function in any organization, which it really is.

Thank you for asking these questions as answering these questions has made me think of POMS, my career, our POM profession and the emerging and future developments. I hope I have been able to provide some useful insights to our colleagues, particularly young scholars and students. Please encourage everyone to interact with me any way possible for any question, comments, thoughts, or examples of some ideas I expressed in my answers. ■

# ANNOUNCING THE “ROUTLEDGE COMPANION FOR PRODUCTION AND OPERATIONS MANAGEMENT”

## CONTRIBUTIONS FROM GLOBAL POM THOUGHT LEADERS



**Martin K. Starr**  
Rollins College &  
Columbia University



**Sushil K. Gupta**  
Florida International University

Routledge (Taylor & Francis Group) approached us (Martin K. Starr and Sushil K. Gupta) to edit a particular kind of book (called a Companion) in which they have specialized. Our book is called the “Routledge Companion for Production and Operations Management”.

*Routledge defines a Companion as a prestige reference work providing an overview of a whole subject area or sub-discipline for academics, researchers or postgraduate students. It is an edited collection surveying the state of the discipline, including emerging and cutting-edge material. These are usually organized thematically and include an international panel of contributors.*

Given that the POM discipline does not have a comprehensive reference book that gives an over-view of the current developments and projections for the future, we agreed to undertake the challenge of assembling this “Companion.” Clearly, this massive endeavor needed help, support and contributions made by POM thought leaders from around the world; which we sought and readily got.

The contributions from an international team of sixty-nine experts culminated in this remarkable POM Companion providing panoramic vision of the expanding production and operations management discipline. POM’s reach in a wide range of business, industry and government systems has been uncovered and revealed by the Companion. This compendium demonstrates that POM provides a very broad field of study and research that encourages experimentation. POM is a field devoted to practical implementation and dedicated to providing consequential business successes and social improvements.

The POM Companion is approximately 700 pages long and consists of eight parts divided into 37 chapters.

Part I, *The Remarkable History of POM*, takes the readers through an exciting journey to trace the historical progressions of the POM field; and the evolution and development of *Global Supply Chains*. The two foundation-chapters in this part are important for all those POM scholars who have not been privy to such knowledge.

Part II zeros in on *Core POM Functions* (the tools of the trade) that include *Forecasting, Aggregate Production Planning, Sched-*

*uling, Inventory Management, Quality Management, Facilities Design and Planning, and Manufacturing Strategy*. The authors elucidate current assessments and surmise future functional applicability combining rational thinking with philosophical speculation. These tools of the trade have long been essential to POM. Part II provides an exciting opportunity to revisit and revitalize these topics. We view this as a great time in the history of POM to recall that our fundamental missions are driven by real payoffs that can be realized if POM educators and managers continue to develop, extend, and apply the most foundational POM capabilities for both manufacturing and services.

Part III delves into exploration of *POM Process and Project Categories*. This part consists of three chapters which focus on *Process Capabilities, Project Management and Lean Production*. These chapters use fundamental approaches to understand and cope with 21st Century disruptions of 20th Century POM traditions. We learn a great deal by observing and studying the evolution of models and methods under the impetus of new technology. Implementations of lean and agile methods are at the vanguard or cutting edge of POM developments in a broad variety of societal applications. The project management chapter shines light on a bright future which is barely reminiscent of CPM and PERT in those “days of yore.” For academics recently awarded the doctorate degree, or still presently candidates, you will find exciting opportunities behind newly opened doors (even though—or because—they are only partially opened).

Part IV probes the new domains which can create major disruptions in traditional ways of doing things. This part, entitled *Emerging Themes and New Research Domains of POM*, vividly illustrates how growth of the POM field is accelerating. The five remarkable chapters in Part IV provide impetus for advancing research on *startups, sustainability, data analytics, logistics clusters and human behavior*. These chapters potentially provide excellent pay-offs for investment in research and development (R&D). The D in R&D is important because it facilitates the conversion of R in R&D to implementation of POM in new domains.

Part V, the POM Interface with Other Functions, consists of four chapters which explore POM’s interface with *Accounting, Finance, Marketing and Human Resources*. Part V bypasses the territorial boundaries for those of us who are committed systems thinkers. The chapters in this part are likely to define the course of collaborative POM pedagogy and research in the next decade. Part V provides the vision to connect discordant disciplines by unfolding unexpected compatibilities. These four chapters delve deeply in quest of cross-discipline connections and they also cast so broad a net that resulting linkages exceed expectations. Up-and-coming new scholars searching for powerful research topics will discover them in abundance.

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## ANNOUNCING THE “ROUTLEDGE COMPANION FOR PRODUCTION AND OPERATIONS MANAGEMENT”

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In Part VI, *POM Domains of Application*, we looked high and low to gather incredible proof about how far expansion of the POM field has progressed. We were amazed to see the vast scope of POM applications in such areas as: *Hospitality, Healthcare, Sports, Agriculture, Military, Not-for-profit Organizations, Telecommunications, Disaster Management, Transport & Logistics, and Retailing*. These ten chapters provide an amazing spectrum of applications. We believe that what the future holds is constrained only by human imagination. A partnership between academicians and practitioners is the key to a vast potential of applications.

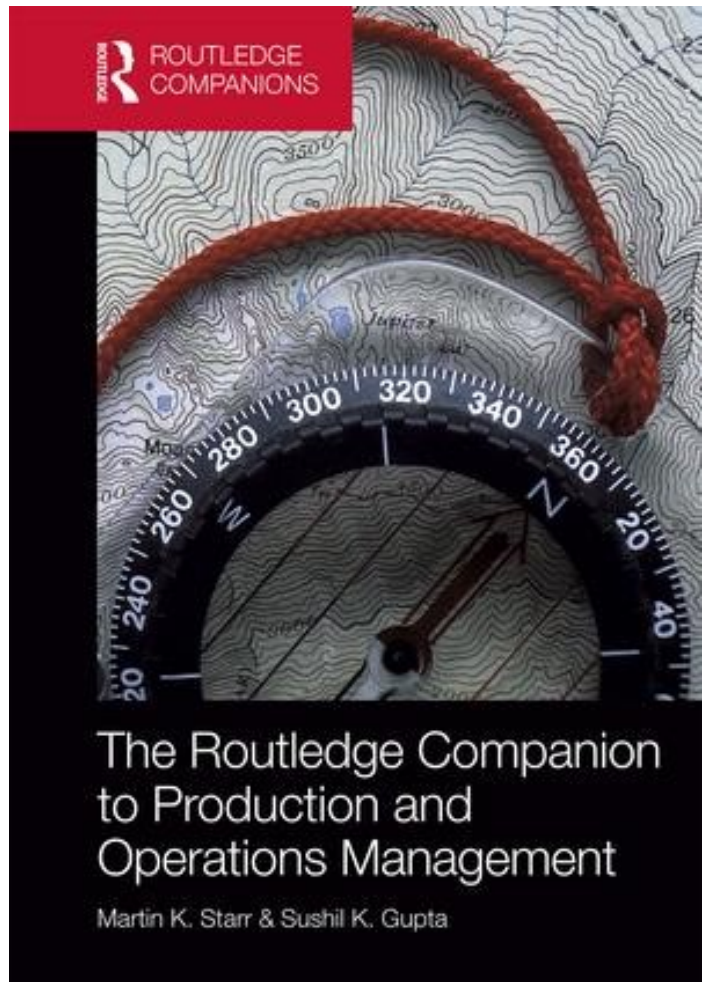
Part VII, *Expert POM Practitioners' Perspectives*, provides an interesting change of pace. We hear the arguments of four widely recognized practice leaders loud and clear that POM research should aim at obtaining more effective management, better competitive positions, and greater control. The three wonderful chapters in this part, filled with anecdotes and lessons about leadership, focus on the *hospitality industry, global sourcing, procurement, and distribution research, and best practice in supply chain optimization*.

Part VIII, *POM—The Next Era*, epitomizes the evolutionary trends in POM research and practice. Two of the three chapters in this part reflect on these *trends in manufacturing*; and in *global supply chains* in unambiguous terms. The last chapter of the Companion, *Conclusions: Evaluation and Prognostications for the POM Domain* brings the Companion to a very exciting finish. We conducted an opinion survey of every chapter's authors to contemplate the potential advances in POM's teaching, research, and in various non-traditional applications. We succinctly report the “beliefs” of the Companion's authors.

There is a sense among POM professionals that POM is stepping into Industry 4.0 (the era of artificial intelligence, Internet and the social media, etc.). We (as Editors) refrained from predictions and rather focused on how POM's future will be influenced by more powerful computing capacity and increased analytic capabilities. Expectations of 20th Century POM scholars and practitioners have been exceeded. POM methodologies apply to a greater number of organizational enterprises than we ever thought possible. Fundamental approaches have been amplified and methodology has been sharpened. The great expansion of the POM field is well-explained by the rewarding return on investment obtained by resolving an ever-wider range of problems. It is yet to be seen what the future holds. It has been a privilege to work with POM thought leaders and to edit this book.

We (the Editors of the Routledge Companion for Production and Operations Management) have great admiration for our team of authors. We truly appreciate their excellent contributions and diligent hard work. The publication standards and expectations were set at the highest level. The sixty-nine experts and visionaries of the POM field came forward to contribute unstintingly their research and ideas.

Our publication date is April 2017 and we expect the Companion to be on display in POMS' Seattle conference (May 5-8, 2017). ■



## ABOUT THE P&OM WORLD CONFERENCES



**José A.D. Machuca**  
University of Seville

Almost 20 years have gone by since the first P&OM World Conference was held, and this might be a good time to think back over the reasons why the conferences were set up, especially for newer colleagues who do not know.

P&OM had already become a key area in Business Administration by the end of the last century. However it did not enjoy the standing and recognition that it deserved compared to other disciplines, such as Marketing, Finance and Management, for example. And so, in 1998, when POMS' Martin Starr and Sushil Gupta asked me to organize the POMS International Conference, I told them that it was a good opportunity to do something new and constructive: to put forward the idea that all the P&OM Associations in America (POMS), Europe (EurOMA) and Asia (JOMSA), which were operating separately at the time, could "join forces" for the first time and hold a World P&OM Conference, which would generate synergy to the benefit of the P&OM field as a whole. They fully agreed with the idea and I was asked to approach EurOMA and JOMSA, where I had good contacts (Chris Voss and Michiya Morita), and invite them to take part in the endeavor. The respective Boards agreed. As a result, the idea behind the P&OM World Conferences was born: to launch a new kind of conference, designed to provide: 1) a richer and wider debate and exchange of knowledge in the discipline with the large-scale involvement of fellow P&OMers from all over the world and the collaboration of P&OM leaders; 2) a major effort to enable greater worldwide networking of OM academics. With so many different conference tasks to address, its organization would have to be underpinned by the joint work of the three associations and their members.

The first World P&OM Conference in Seville (2000) was so successful that an agreement was struck there and then between the three associations to continue holding a Conference every 4 years (just like the Olympic Games). Their Presidents, Bob Hayes, Chris Voss and Masanori Kodama, all put their names to the agreement, literally on a barrel of sherry wine, which can still be seen in one of the most famous sherry cellars in Spain! Since then, Conferences have been held every 4 years and have all been a huge success. After Seville (2000), Cancun (2004), Tokyo (2008) and Amsterdam (2012), the time arrived for the fifth, and this was duly held in September 2016 in Havana ([www.pomhavana2016.com](http://www.pomhavana2016.com)), a mythical, spell-binding venue, designated one of the "7 wonder Cities of the World." The time had once again come to "join forces" during a period of increasing complexity in the rapidly growing field of OM! ■



## 5TH P&OM WORLD CONFERENCE HAVANA 2016



5th P&OM WORLD CONFERENCE  
September 6-10, 2016 | Havana,



**José A.D. Machuca**  
University of Seville

5th P&OM World Conference  
P&OM Havana 2016  
September 6-10, 2016

The Opening Ceremony took place on September 6 in one of the main rooms of the Havana International Convention Center, which was the conference venue. Along with the Steering Committee Chair (Jose A. D. Machuca), representatives from EurOMA (Andy Neely and Giovanni Perrone), POMS (Jeet Gupta and Sergio Gouvea), JOMSA (Masaharu Ota and Michiya Morita), and the local Committee (Jose A. Acevedo) all extended a warm welcome to participants.

The ceremony was followed by the first plenary session, a City Tour around Old Havana and a Welcome Cocktail at the Hotel Nacional.

### Scientific Program

The theme of the conference was “Joining P&OM forces worldwide: Present and future of Operations Management,” embodying the spirit of the P&OM World Conferences and seeking to encourage people from all over the world to attend and collaborate. In the same spirit of cooperation and with the same aim, the Steering Committee was made up of members from the three co-organizing Associations ([www.pomhabana2016.com/index.php?module=committees](http://www.pomhabana2016.com/index.php?module=committees)).

As far as the **scientific program of the conference** is concerned, a huge effort was made to ignite a rich, worldwide debate. For this we were fortunate to count on the generous participation of a large number of P&OMers from all over the world, representing EurOMA, POMS and JOMSA, who collaborated as keynote speakers or as organizers of invited tracks and sessions. The bottom line is that well-known scholars from Europe, America



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## 5TH P&OM WORLD CONFERENCE HAVANA 2016 (CONT'D)



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and Asia took part in 7 keynote sessions, 5 invited tracks and 35 invited sessions (see [www.pomhavana2016.com/index.php?module=speaker](http://www.pomhavana2016.com/index.php?module=speaker) and [www.pomhavana2016.com/index.php?module=general10](http://www.pomhavana2016.com/index.php?module=general10)). In order to lay the ground and generate worldwide discussion on different relevant topics, a particular innovation was introduced: keynote presentations were not made by a single person, but using a panel format with three or more presenters, who set out the points of view of their respective geographic areas. Simultaneous translation was provided for the plenary keynote sessions as well as for the opening and closing ceremonies.

The regular sessions were organized around a list of selected OM topics ([www.pomhavana2016.com/index.php?module=topics](http://www.pomhavana2016.com/index.php?module=topics)). The Program Committee had 4 co-chairs, representing the three associations and a fifth one from the local team ([www.pomhabana2016.com/index.php?module=general6](http://www.pomhabana2016.com/index.php?module=general6)). 602 extended abstracts were submitted and double-blind reviewed by the 205 EurOMA, POMS and JOMSA members on the Scientific Committee. 377 papers were presented in 123 parallel sessions at the Havana International Convention Center over three days.

Following the tradition of the P&OM World Conferences, there



were Spanish-speaking sessions. A total of 27 papers were presented in 9 sessions, 2 of them with simultaneous translation.

### Conference Awards

Two prizes were awarded: the Jose A. D. Machuca P&OM World Conference Best paper Award and the Emerald Best Paper Award ([www.pomhavana2016.com/index.php?module=general9](http://www.pomhavana2016.com/index.php?module=general9)).

### Publications

Four major Journals have agreed to publish pre-selected conference papers in special (IJOPM, IJPDLM and JOMS) or regular issues (IJPE) ([www.pomhavana2016.com/index.php?module=general14](http://www.pomhavana2016.com/index.php?module=general14)). This important post-conference task is ongoing.





# 5TH P&OM WORLD CONFERENCE HAVANA 2016 (CONT'D)



## 5TH P&OM WORLD CONFERENCE HAVANA 2016 (CONT'D)

### Social Program and Networking

In keeping with the aims of the P&OM World Conferences, special attention was paid to enable the best opportunities for networking at a wonderful and exciting location. Included in the conference fees, and with joint activities almost every day, a carefully-designed Social Program played a major role, starting with a bus and walking tour of Old Havana ([www.oldhavanaweb.com](http://www.oldhavanaweb.com)), a UNESCO world heritage site, where the past lingers in the air (rumba riffs, vintage cars, historic forts, museums and beautifully restored architectural gems), followed by The Welcome Cocktail to the sound of live Cuban music at the Hotel Nacional (the icon of Havana hotels). The Conference dinner was held at the Tropicana Cabaret (a quite unique spot in the world for enjoying music and Cuban folklore), where we were also treated to a show ([www.cabaret-tropicana.com](http://www.cabaret-tropicana.com)). The cabaret showcased a kind of sequin-and-feather musical theater that would later be reproduced in Paris, New York, and Las Vegas. The Farewell Cocktail was held at the Havana International Convention Center hotel, once more to live Cuban music. The conference ended with a tour of the Viñales National Park (one of Cuba's most magnificent natural settings and a UNESCO World Heritage site, ([pnvinales.webcindario.com/](http://pnvinales.webcindario.com/)), including a visit to a tobacco plantation (with an in situ demonstration of how Havana cigars are produced). The tour finished with a typical Cuban lunch to the sound of live Cuban music.



### The Havana 2016 Conference in Numbers

432 participants from 38 countries

	Europe	America	Asia	Africa	Australia
Countries	19	8	7	3	1
Participants	252	123	48	4	5

Participating countries [# of participants]:  
**UK** [61], **USA** [58], **Germany** [30], **Spain** [30], **Cuba** [27], **Japan** [27], **Sweden** [27], **Denmark** [22], **Finland** [17], **Brazil** [15], **Netherlands** [15], **China** [8], **Colombia** [8], **Turkey** [8], **Ireland** [7], **Italy** [7], **Norway** [7], **Canada** [6], **Honduras** [6], **India** [6], **Australia** [5], **Austria** [4], **Belgium** [4], **France** [4], **Switzerland** [4], **Bangladesh** [2], **Israel** [2], **Mexico** [2], **Romania** [2], **South Africa** [2], **South Korea** [2], **Croatia** [1], **Ecuador** [1], **Egypt** [1], **Hungary** [1], **Nigeria** [1], **Singapore** [1] and **Slovenia** [1].



## 5TH P&OM WORLD CONFERENCE HAVANA 2016 (CONT'D)

### Conference Evaluation

A survey was given to participants to gauge satisfaction and the extent to which the conference goals were accomplished. A summary of the results is included here (from a representative 35% response rate). Questions were measured on the following scale: 1 (poor)— 2 (fair)— 3 (good)— 4 (very good)— 5 (excellent).

The survey results show a very high degree of satisfaction: the conference as a whole was very well considered (Good (26.8%)— Very good (45.6%)— Excellent (22.1%), as were two major aspects relating to P&OM World Conference aims: the quality of the sessions (Good (34.7%)— Very good (42.2%)— Excellent (14.3%) and the social program and networking opportunities (Good (17.8%)— Very good (35.6%)— Excellent (40.4%). Two other important aspects relating to the human factor also scored high: organization (Good (21.6%)— Very good (40.5%)— Excellent (23.6%) and the closeness and kindness of the organizers (Good (16.4%)— Very good (34.2%)— Excellent (39.%).

### Concluding Remarks

This P&OM World Conference has had to contend with a number of factors that might have undermined its success: (1) not being organized jointly with the annual conference of one of the associations and a EurOMA conference being held just 2 months before; (2) the timeframe (in September work has already started at most Universities and in Cuba it is the hurricane season); (3) difficulties for US citizens to travel to Cuba; and, above all, (4) Cuba's deficient infrastructure, which made the organization of this conference the most challenging and time demanding that I have ever experienced.

Fortunately on the plus side there were also some very positive factors, such as the location and the scientific and social programs. And no less important, there has been the collaboration of so many friends and colleagues from all over the world. The survey results show that the conference has been a great success in spite of the difficulties found for its organization.

As Steering Committee Chair, I would personally like to thank all the people and organizations that made this conference possible. They include the Steering Committee that I represent, appointed by the three organizing associations (EurOMA, POMS and JOMSA), the Program Committee (with special thanks to Gerald Reiner and Cesar Ortega), the Local Organizing Committee (with special thanks to José Acevedo, Martha Gómez and Roberto Cespón), the keynote speakers and the organizers of invited sessions, the session chairs and the best paper awards review committees. I would also like to thank the EIASM team (and particularly Ene Kannel), with whom we have worked closely and with such great efficiency. I also gratefully acknowledge the financial

support of our sponsors (EIASM, Emerald, UNIA). And finally, thank you to all the participants of the 5th World P&OM Conference and sharing your OM knowledge with scholars from around the world in a discussion about the present and future of OM.

I think the conference can be said to have been a success and I would like to stress that it has been important to have this P&OM World Conference in a country like Cuba because:

- 1) It has allowed 27 Cuban academics to attend such an important Conference and enabled them to network with over 400 P&OM scholars from all over the world. This would have been impossible if the Conference had taken place in a developed country.
- 2) It has shown us what it is like to arrange conference activities in a very challenging environment, and has also helped us to better understand how difficult it is for our Cuban colleagues to carry out their daily work under such difficult conditions, with a scarcity of resources that we cannot even begin to imagine in developed countries. This is why we must show such great appreciation for their good work, their friendship and their kindness.
- 3) It has enabled us to provide a better service, including a wide variety of social activities at no additional charge to standard conference fees. And, in spite of this, the conference has made a profit that has enabled us to set up a Logistics and Supply Chain Management laboratory at the Technological University of Havana (CUJAE). This would not have been possible without the Conference. On behalf of EurOMA, POMS and JOMSA, I have to say that this is one of the very best outcomes of the event. This conference and all those who took part in one way or another have contributed to enhancing our Cuban colleagues' research resources and that should make us all extremely happy.

The time and effort devoted to the 5th P&OM World Conference was worth it. My thanks to all those who made this possible by "joining forces" at the 5th P&OM World Conference. ■



## 4TH ISB-POMS WORKSHOP 2016



**Manasa Mandava**

Indian School of Business



**Narendra Singh**

Indian School of Business

Workshop Co-Chairs

The 4th Indian School of Business POMS workshop was held on December 19-20, 2016 on the campus of the Indian School of Business at Hyderabad, India.

The objective of the workshop was to showcase cutting edge academic research in the area of data driven decision making, with a special focus on supply chains.

The academic program of the two-day workshop included two keynote speakers and 16 presentations (including three poster presentations). The keynote speakers were Professor David Simchi-Levi, Professor of Engineering Systems at MIT and Chairman of Opalytics, a cloud analytics platform company, and Professor Christopher S. Tang, University Distinguished Professor and the holder of the Edward W. Carter Chair in Business Administration at the UCLA Anderson School of Management.

The presentations were organized in six sessions and showcased a variety of methodologies and topics including analytical supply chain models, empirical research papers, sustainability and health care.

The workshop was attended by 55 participants from four countries (India, Singapore, UK and US).

At this time we would like to recognize the members of the steering committee Janny M.Y. Leung (The Chinese University of Hong Kong), Nagesh Murthy (University of Oregon) and Sridhar Seshadri (Indian School of Business) for their direction and leadership, and express our heartfelt thanks to all our workshop participants. ■



## 8TH POMS—HONG KONG CONFERENCE 2016



**Albert Y. Ha**

Hong Kong University of Science and Technology and General Chair of the 8th POMS—Hong Kong Conference.

The Hong Kong Chapter of the Production and Operations Management Society (POMS) held its 8th annual international conference on January 7-8, 2017 at the Hong Kong University of Science and Technology (HKUST). The conference was hosted by the Department of Information Systems, Business Statistics & Operations Management of HKUST and sponsored by HKUST Centre for Marketing and Supply Chain Management. The attendance of 230 registered participants was a record high in the history of the conference. Participants came from different parts of the world including Asia, Europe and North America.

The theme of the conference was “Boundless Opportunities in Operations Management.” The program ran over two full days and featured two keynote speeches, one tutorial and 164 presentations. Professor George Shantikumar of Purdue University gave a tutorial titled “A Framework for Data Integrated Prescriptive Operations Management” in the morning of January 7. Professor Hau Lee of Stanford University gave a keynote speech titled “One Belt One Road—One Great Opportunity for POM Research” in the afternoon of January 7. Professor Awi Federgruen of Columbia University gave a keynote speech titled “Competition in Multi Echelon Supply Chains” in the morning of January 8.

Following the tradition of the conference, a best student paper competition was held. The competition committee was co-chaired by Prof. Man Yu and Prof. Javad Nasiry of HKUST. Four papers were selected by the judges as finalists and their authors were invited to present at a special session. The winners of the competition were announced at the conference dinner on January 7.



Guest speakers Hau Lee (above) and Awi Federgruen (below)



Conference dinner

On behalf of the organizing committee chair, Prof. Qing Li of HKUST, and the program committee chair, Prof. Rachel Zhang of HKUST, I would like to take this opportunity to thank the three speakers and all the colleagues who have supported the conference. More details about the conference can be found at <http://pomshk2017.ust.hk/index.html>, and more information about the POMS Hong Kong Chapter can be found at <http://pomshk.ust.hk/officers.htm>. ■

## UPCOMING POMS INTERNATIONAL CONFERENCES

### POMS International Conference in Israel

In collaboration with the Operations Research Society of Israel  
June 28-29, 2017, Tel Aviv, Israel



**Gal Raz** (Ivey Business School)

**Yale T. Herer** (Technion)

Conference Co-chairs



The Production and Operations Management Society (POMS) will hold its 2017 summer international conference in Tel Aviv, Israel. The conference is organized in cooperation with the Operations Research Society of Israel (ORSIS) and will be held from the 27th to the 29th of June 2017. The goal of the conference is to encourage global collaboration around research and teaching in the area of Operations Management and Operations Research between researchers in the US, Europe, Asia, and the Middle East, and to expose international participants to the technology revolution in Israel.

Israel, a small country of 8 million people, established in 1948, with a rich history as the cradle of the world's monotheistic religions, has witnessed, in the last couple of decades, an unprecedented technological innovation revolution—to the extent that it is now called “The Startup Nation”. Driven by its entrepreneurship culture, government investments, and waves of educated immigrants, Israel has become a technology and innovation pioneer. In 2015, Israel was ranked 5th in the world in the Bloomberg Innovation Index, ahead of the United States and the United Kingdom, with Tel Aviv ranked 2nd in the top 20 entrepreneurial hot spots in the world after the Silicon Valley. Israel has the highest number of startups per capita, and is the second in the world in total number of startup companies. In 2015, Israel attracted almost \$5B worth of investment in high tech spread over 708 companies and high tech exists totaled \$9B, the highest in Europe. Most leading global companies such as Facebook, Google, Intel, and Microsoft have established innovation centers in Israel.

The main part of the conference will be conducted over two days (the 28th and 29th of June) with a reception scheduled for the 27th of June. The conference will also include an optional conference dinner on June 28th and a final reception dinner on June 29th. During the two main days of the conference, there will be eight different tracks based on the seven POMS colleges—supply chain management, sustainable operations, service operations, healthcare operations management, behavior in operations management, humanitarian operations and crisis management, product innovation and technology management—and a general track.

For those who wish to learn more about Israel's history and its geopolitical and economic environment as well as its innovation revolution, there will be two tours offered prior to the start of the conference. The first will be a tour of Jerusalem, one of the old-

est cities in the world, home to some of the holiest sites of the three main monotheistic religions, Judaism, Christianity and Islam. The tour will also include a visit to the Israeli parliament (The Knesset), a meeting with government officials and a visit to the country's Supreme Court. The second tour will focus on Israel's high tech sector and innovation in a variety of areas ranging from information technology, medical and bio-tech to clean technology, water and sustainability and will include a visit to Israeli incubators and innovation centers as well as other leading Israeli companies.

The 2017 POMS International Conference in Israel is chaired by Gal Raz and Yale T. Herer and the organizing committee includes: Yossi Aviv, Amit Eynan, Sushil Gupta, Nagesh Murthy, Avraham Shtub and Michal Tzur. The program chairs are Noam Shamir and Ella Segev.

If you have questions about the conference, please contact the conference co-chairs Yale T. Herer and Gal Raz (POMS.Israel@gmail.com); regarding logistics and administrative issues, reach out to Nilly Schnapp (Nilly.POMS.Israel@gmail.com). The conference website (POMSIsrael.technion.ac.il.) will be continually updated with the latest information. ■

### SAPICS / POMS Academic Track

Cape Town, South Africa

June 5-6, 2017

SAPICS (the Association for Operations Management of Southern Africa, an APICS affiliate) and POMS are delighted to invite you to attend the 2017 SAPICS Annual Conference in Cape Town, South Africa, and participate in the SAPICS/POMS joint Academic Track. The Conference will be held June 4-7 with the Academic Track June 5-6, 2017.

Papers addressing all themes of Operations Management are welcome.

Important dates:

- Full Paper Submission: 28 February 2017
- Acceptance Notification: 31 March 2017
- Presenter(s) registration: 30 April 2017
- Final Paper Submission (print ready): 30 April 2017
- Presentation Submission: 30 April 2017

For additional details and submission go to <http://conference.sapics.org/call-speakers/call-papers-2017>

SAPICS members registration fee for the conference will be extended to POMS members as well. Please contact Amit Eynan if you have any questions (aeynan@richmond.edu).

**Amit Eynan**—POMS VP Africa and Middle East

**Sushil Gupta**—POMS Executive Director

**Nagesh Murthy**—POMS Associate Executive Director for Global Initiatives and Outreach. ■

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