



COST
Technical Committee
“Social Sciences and Humanities“

COST Action A29

*Human and Organisational Factors in Industrial
Planning and Scheduling – HOPS*

PROGRESS REPORT

Period: from (04-04) to (02-05)
(Start date of the Action: 1.4.04) (last update: none)

This Report is prepared by the Management Committee of the Action and presented to the relevant Technical Committee. The report is a "cumulative" report, i.e. it is updated annually and covers the period beginning from the start date of the Action.

CONTENTS

1. OVERVIEW: ACTION IDENTIFICATION DATA

COST Action A29: Human and Organisational Factors in Industrial Planning and Scheduling

TC Recommendation: (day/month/year)

CSO Approval: (day/month/year)

Start date: 29/6/2008 ⁽¹⁾

Duration: 48

Extension: months

End date: 28/6/2008

First MC meeting: 29/6/2008

Last MC meeting: (day/month/year)

Final Report: (day/month/year) ⁽²⁾

Evaluation Report: (day/month/year) ⁽²⁾

TC Evaluation: (day/month/year)

Number of signatories: 10 signatories

Signature in process for 3 additional countries

Signatories and date of signature:

Austria	Greece	Poland
Belgium	Hungary	Portugal
Bulgaria	Iceland	Romania
Croatia <i>Signature in process</i>	Ireland 01/04/2004	Slovakia
Cyprus	Israel	Slovenia <i>Signature in process</i>
	Italy	
	Yugoslavia	
	Former Yugoslav Rep.of	
	Macedonia	
Czech Rep. 14/10/2004	Latvia	Spain <i>Signature in process</i>
Denmark	Lithuania	Sweden 01/04/2004
Estonia	Luxembourg	Switzerland 01/04/2004
Finland 01/04/2004	Malta 14/04/2004	Turkey
France 10/01/2005	Netherlands 10/05/2004	United Kingdom 01/04/2004
Germany 01/04/2004	Norway	

Institutes of non-COST countries: none

Area:

Action Web site: under construction

Chairperson:

<i>Title, name:</i>	<i>Prof.Dr. Toni Wäfler</i>	<i>Tel.:</i>	<i>+41 62 388 25 96</i>
<i>Affiliation:</i>	<i>University of Applied Sciences</i>	<i>Fax:</i>	<i>+ 41 62 311 96 17</i>
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<i>Country:</i>	<i>Switzerland</i>		

TC Rapporteur: Ms. Martina Hartl, Federal Ministry of Education, Science and Culture,
Department for Social Sciences

External Evaluator: none

(1) Date of the first MC meeting.

(2) When the report is received by TC Secretaria

2. OBJECTIVES

The main objective of the Action is to increase the knowledge required for improving human performance in industrial planning, scheduling, and control (PSC). This requires progress in the following areas:

- *Goal 1, Basic knowledge:* Knowledge regarding human centred PSC-aspects is fragmented and far from comprehensive. These gaps have yet to be filled. Whether or not this aim is achieved, it is difficult to evaluate it quantitatively. However, the number of scientific publications of researchers that co-operate in the Action may serve as an indicator.
- *Goal 2, Generic applicability:* In order to generate the expected benefits the applicability of basic knowledge must be ensured. Therefore basic insights need to be integrated into a conceptual PSC-framework that is generic and applicable. Here again it is difficult to evaluate the achievement of this aim in a quantitative manner. However, the number of publications produced by researchers that co-operate in the Action and accepted by media that are directed to potential end users may serve as an indicator. Furthermore industrial practitioners may assess the feasibility and the usefulness of the generic PSC-framework.
- *Goal 3, Specific application:* Finally, besides basic and applicable knowledge regarding human-centred aspects of PSC, a third category of knowledge is required. This category refers to competencies in integrating the PSC-knowledge into PSC-practices in use. Whether or not such knowledge is produced by the Action can quantitatively be evaluated in two ways: (i) by the number of concrete cases of application, as well as (ii) by the increase of PSC-performance in these cases.

As it is the goal of the proposed COST Action to produce new relevant knowledge in all of the three categories outlined above we aim at a integration of the isolated knowledge islands in the domain. However, we explicitly support a pluralism of approaches and methods in order to keep a holistic perspective.

3. TECHNICAL DESCRIPTION AND IMPLEMENTATION

MC Board: In order to quicken and simplify the decision making process of the A29 MC an MC Core Group was established. Decisions are taken unanimously. The MC is informed of the decisions on the occasion of the MC meetings.

Working groups: Three thematic working groups have been established. Coordinators have been nominated. The working groups meet for the first time in March 05. Each working group is currently concretizing research questions, cooperation mode, joint products and a working plan. The working groups are:

- WG1: Distributed / collaborative PSC (coordinated by Dr. Jan Holmström, Finland)
- WG2: Decision support systems in PSC (coordinated by Dr. Wout van Wezel, The Netherlands)
- WG3: Research methods in PSC (coordinated by Martina Berglund, Sweden)

Technical working groups:

- HOPS web site: A Working group was established to develop and implement a A29 web site. The site is currently under construction.

4. PARTICIPATION AND COORDINATION

4.1 Management Committee

Chairperson:

- Prof. Dr. Toni Wäfler, University of Applied Sciences Northwestern Switzerland, Riggbachstrasse 16, CH – 4600 Olten, Tel: +41 62 388 25 96, Fax: +41 62 311 96 17, e-mail: toni.waefler@fhso.ch (Member of the MC Board)

Vice Chairperson:

- Prof. Dr. Jan C. Fransoo, Technische Universiteit Eindhoven, P.O. Box 513, Pav. F12, NL-5600 MB Eindhoven, Tel: +31-40-2472681/2230, Fax: +31-40-2465949, e-mail: J.C.Fransoo@tm.tue.nl (Member of the MC Board)

Croatia

- Josip Burusic, Institute of Social Sciences "Ivo Pilar"

Czech Republic

- Prof. Ing. Zdenek Molnar, Czech Technical University Prague

Finland

- Dr. Jan Holmström, Helsinki University of Technology

France

- Dr. Jean-Michel Hoc, Nantes Research Institute in Communications and Cybernetics
- Nasser Mebarki, Université de Nantes

Germany

- Dipl. Ing. Ralph Riedel, Technische Universität Chemnitz
- Prof. Dr. Rüdiger von der Weth, Hochschule für Technik und Wirtschaft Dresden

Ireland

- Dr. Peter Williams, University of Limerick

Malta

- Dr. Anthony S. Theuma, University of Malta

Netherlands

- Prof. Dr. Jan C. Fransoo, Technische Universiteit Eindhoven (Vice Chairperson, Member of the MC Board)
- Dr. Wout van Wezel, University of Groningen

Slovakia

- Prof. Dr. Miroslav Majtan, University of Economics Bratislava
- Dr. Stefan Marsina, University of Economics Bratislava

Sweden

- Martina Berglund, Linköpings Universitet
- Johan Karlton, Ingenjörshögskolan Jönköping

Switzerland

- Prof. Dr. Toni Wäfler, University of Applied Science Northwestern Switzerland (Chairperson, Member of the MC Board)

United Kingdom

- Prof. Dr. John Wilson, University of Nottingham (Member of the MC Board)

4.2 Participating Institutions

Croatia

- Institute of Social Sciences "Ivo Pilar", Zagreb

Czech Republic

- Czech Technical University, Faculty of Mechanical Engineering, Department of Management and Economics

Finland

- Helsinki University of Technology, Department of Industrial Engineering and Management

France

- Nantes Research Institute in Communications and Cybernetics, PsyCoTec (Psychology, Cognition, Technology)
- Université de Nantes, Département Organisation et Gestion de la Production (OGP)

Germany

- Technische Universität Chemnitz, Professur Fabrikplanung und Fabrikbetrieb, Institut für Betriebswissenschaften und Fabrikssysteme
- Technische Universität Dresden, Institut für Arbeits- & Organisationspsychologie
- Hochschule für Technik und Wirtschaft Dresden, Fachbereich Wirtschaftswissenschaften

Ireland

- University of Limerick, Department of Manufacturing and Operations Engineering

Malta

- University of Malta

Netherlands

- Technische Universiteit Eindhoven, Department of Technology Management
- University of Groningen, Faculty of Management and Organization

Slovakia

- University of Economics, Faculty of Business Management, Department of Management, Bratislava

Sweden

- Linköpings Universitet, Avd för kvalitet, människa och teknik
- Ingenjörshögskolan Jönköping, Maskinteknik och industriell organisation
- Chalmers University of Technology Göteborg, Div of Logistics and Transportation

Switzerland

- University of Applied Science Northwestern Switzerland, Section of Applied Psychology
- University of Applied Science Northwestern Switzerland, Dept. of Technology
- Swiss Federal Institute of Technologie (ETH), Institute of Work Psychology

United Kingdom

- University of Nottingham, Institute for Occupational Ergonomics
- Nottingham University Business School, Centre for Concurrent Enterprising
- The University of Sheffield, Institute of Work Psychology

4.3 Meetings of the Management Committee

- 29./30.6.2004, COST Office Brussels
- 19.11.2004, COST Office Brussels
- 10.3.2005 (scheduled), Montreux, Switzerland

4.4 Meetings of the Working Groups

All Working Groups

- 10./11.3.2005 (scheduled), Montreux, Switzerland

4.5 Short-term scientific missions

None so far

5. RESULTS

The Action A29 became active in the second half of 2004. The two MC meetings that took place in 2004 were used for structuring A29 and for organizing future cooperation. Three thematic working groups have been established. The thematic positioning of these groups reflects the objectives as outlined in the A29 MoU. Whereas working group 1 covers the sociotechnical characteristics of PSC, working group 2 covers the individual cognitive aspects. Both groups do research regarding basic knowledge (HOPS goal 1) and applicability (HOPS goals 2 & 3).

Working group 3 on the other hand is positioned in a cross sectional manner. It provides an excellent platform for mutual learning in and collaborative innovating of PSC research methods. This working group is specially important since the A29 consortium is – in accordance with the subject matter – deliberately composed in a very interdisciplinary manner. The research methods applied by the different members of the consortium are based on social sciences as well as on engineering and economic sciences. A combination of these methods is supposed to provide a major benefit for applied research in PSC.

In detail the three working groups are positioned as following:

- **WG1: Distributed / collaborative PSC:** This group investigates *human factors* in individual as well as in institutional collaboration in PSC. It tackles research questions such as:
 - What are good practices for distributed PSC?
 - Why is there so little collaborative PSC in industrial practice? How can respective collaboration be promoted?
 - What are the preconditions, the contingencies, and the critical aspects of good practices in collaborative PSC?
- **WG2: Decision support systems (DSS) in PSC:** This group investigates how individual decision making in PSC can best be supported by technology. The group aims at:
 - A better understanding of human behaviour in PSC
 - Developing a method for task description that avoids to be normative
 - The development of a DSS infrastructure and technology
- **WG3: Research methods in PSC:** This cross-sectional group aims at enhancing methodological competences in human oriented PSC research. It provides a platform for:
 - Evaluating the transferability of methods
 - Deepening and integrating methodological competencies
 - Developing new methods (for specific questions)

WG objectives, as well as common research questions and products have been defined by the MC. On the occasion of their first meeting in March 05 the respective working groups will elaborate a detailed working plan including deliverables and collaboration opportunities.

The planning of 2005 was made in accordance with the A29 timetable as outlined in the MoU:

- A workshop (AWS1) including all working groups will be organized in March 05 (Montreux, Switzerland). This workshop serves the further establishing of the working groups. Approximately 30 members of A29 will participate in this special issue. (This workshop is funded with an additional funding of EURO 4600 by the Swiss government.)
- In August 2005 A29 organizes a special issue in the 18th International Conference on Production Research (ICPR-18; cf. <http://icpr18.unisa.it/Default.htm>) in Salerno, Italy. Approximately 10 members of A29 will participate in this special issue.
- A first seminar (ASr1) including all working groups as well as some invited external expert will be organized in October 2005 (Malta). The results of this Seminar will be published as proceedings.
- Three MC meetings are organized, each conjoint with one of the three activities described above.
- It is furthermore envisioned to organize five STSMs within A29.

The further progression of A29 follows the timetable as outlined in the MoU.

6. DISSEMINATION OF RESULTS

6.1 Publications and Reports

Members of A29 MC or A29 working groups have produced or have participated in producing the following numbers of publications or reports (cf. Annex 1)

- 2004: 33
- 2005: 9
- in press: 24

6.2 Conferences and Workshops

Members of A29 MC or A29 working groups have participated in the following conferences or workshops:

2004:

- 2nd World POM Conference on POM and 15th annual POM Conference, Cancun, 2004
- 6th International Workshop on Human Factors in Planning, Scheduling and Control in Manufacturing, 2004, Jönköping, Sweden. (*Organized and hosted by A29 members*)
- 8th International Conference on Manufacturing & Management (PCMM 2004), Gold Coast, Australia.
- 9th International Conference on Human Aspects of Advanced Manufacturing (HAAMAHA): Agility & Hybrid Automation, 2004, National University of Ireland, Galway, Ireland
- 12th GERPISA International Colloquium, 2004, Paris, France
- 13th international working seminar on Production Economics, 2004 Igls/Innsbruck, Austria.
- 16th Annual NOFOMA 2004, Linköping, Sweden (The Nordic Logistics Research Network)
- 44. Kongress der Deutschen Gesellschaft für Psychologie, 2004, Göttingen Deutschland.
- Bridging the Cultural Gap: Comprehending Cultural Notions in order to Address Pharmacy Personnel Management, Malte, 2004.
- EurOMa 2004 Conference, Fontainebleau, France.
- Geneme 2004, Dresden Deutschland.
- Global Repositioning of Maltese SME, Malta, 2004.
- IMS International Forum 2004 - Global Challenges in Manufacturing, Cernobbio Italy.
- Knowledge Exploration in Science and Technology , Milano, Italy, 2004
- Logistics Research Network Annual Conference, Dublin, Ireland, 2004
- Mobile virtual work, a new paradigm?. Ranäs Castle, Sweden, 2004.
- VPP2004, Technical University of Chemnitz, September

2005:

- Workshop 2005 on Human Factor in Production Management, Scientific Seminar of Czech Technical University Prague

6.3 Web site

A HOPS web site is currently under construction (cf. Annex 2).

The HOPS site is constructed, hosted and maintained by the University of Groningen NL (coordinator: Dr. Wout van Wezel, University of Groningen NL).

6.4 Scientific and Technical Co-operation

Members of A29 MC or A29 working groups have established co-operations and contacts with the following scientific institutions:

International Scientific Networks

- Global Manufacturing Research Group (GMRG)

Australia

- University of Western Australia
- University of Wollongong

Austria

- University of Innsbruck
- Swinburn University, Melbourne

Canada

- University of Waterloo

France

- INSEAD, France

Germany

- University of Stuttgart
- Stuttgart University of Applied Science
- TU Berlin
- University of Bamberg

Italy

- Politecnico di Torino, Italy

Japan

- Graduate School for International Development and Cooperation, Hiroshima University,
- Institute for Science of Labour, Toyko, Japan
- Kyoto Institute of Technology, Japan
- Kansai University, Japan

Netherlands

- TU Delft

Norway

- Norwegian School of Management

Sweden

- National Institute for Working Life – west, Göteborg
- KTH Stockholm, Dep. of Industrial Economics and Management

Switzerland

- Swiss Federal Institute for Forest, Snow and Landscape Research (WSL)

United Kingdom

- Cardiff University, Wales
- Cambridge University, England
- Heriot-Watt, Scotland
- University of Sussex
- Southampton Universities

USA

- University of Nevada, Arizona State University,.
- Ohio University
- University of Wisconsin
- New York state university

Members of A29 MC or A29 working groups have established co-operations and contacts with the following research programmes:

- Part of an INCO-SSA Application: Facilitation of Research Collaboration and Strategy Development on Wooden Plant resources Management in Drylands of Ethiopia, Kenya and Sudan.

6.5 Transfer of results

Members of A29 MC or A29 working groups have established co-operations and contacts with the following industries and bodies:

Czech Republic

- Buzuluk Komarov, Inc., Czech Republic, rubber-processing machines, piston rings and enamel chemistry
- Kovosvit, Sezimovo Usti, Czech Republic, machining centers
- Tajmac ZPS, Czech Republic, machining centers,
- Narex, Czech Republic, machine tools
- TOWER Automotive Inc., Slovakia, automobile component

Finland

- Nina Tuomikangas, Cloette Fazer Confectionary, Vantaa, Finland
- Aleksii Virkkunen, Tradeka, Helsinki, Finland

France

- Airbus Saint-Nazaire
- French National Railroad Company (SNCF – Société Nationale des Chemins de Fer Français)

Germany

- Günther Spelsberg GmbH + Co. KG, D-58579 Schalksmühle
- ID Ingenieurgesellschaft für Datentechnik mbH, Aachen & Erndtebrueck
- C.K. Siebenwurst Modellfabrik und Formenbau GmbH & Co. KG, Dietfurt
- BGAG Dresden
- Infineon Technologies, Dresden
- Emil Löffelhardt GmbH & Co. KG

Netherlands

- ATOS, Amsterdam, The Netherlands
- Quintiq, Den Bosch, The Netherlands
- Ortec, Groningen, The Netherlands
- ANWB (Netherlands Automobile Association) , The Netherlands
- GGZ-Drenthe (General Mental Health Institution, Assen, The Netherlands)
- NS (Netherlands Railways), Utrecht, The Netherlands
- Bartimeus (Zeist), The Netherlands
- Power-packer Europe, Oldenzaal, The Netherlands
- Parker Arlon Filtration B.V., Arnhem, The Netherlands

Sweden

- Automotive industry: e.g. Autoliv AB, Volvo Cars Corp., Volvo Powertrain Corp., Volvo Logistics Corp.,
- Aerospace industry: Volvo Aero Corporation,
- Apparel industry: ETON Fashion, Lindex AB.
- PLAN, the Swedish Production and Inventory Management Society

Switzerland

- Ernst Schweizer AG Metallbau, CH-8908 Hedingen
- Rheinhäfen des Kantons Basellandschaft, CH 4127 Birsfelden
- Codex Information Systems AG, 4142 Münchenstein / Basel
- SAP (Schweiz), CH-8105 Regensdorf
- Forestry and wood industry in Switzerland (supply networks in Luzern, Solothurn, Bern)

United Kingdom

- PROCHART Consortium members: CORUS, BAE Systems, GE Druck, Sara Lee Courtaulds, Henkel.
- Aerospace industry: MBDA, Rolls-Royce & BAE Systems (UTP)
- CC Food Research Association
- Network Rail
- Rail Safety and Standards Board
- Other businesses: Northern Foods, MSD, Abacus, Linread, Tuborex, Steelcraft

6.6 Contacts in the ERA

Members of A29 MC or A29 working groups have established the following co-operations and contacts in the ERA:

- Special interest group 2 'Manufacturing Scheduling and Control in the Extended Enterprise' of IMS NoE (Intelligent Manufacturing Systems Network of Excellence) funded by FP6 IST programme.
- Special interest group 2 'The Healthy human in Intelligent Manufacturing' of IMS NoE (Intelligent Manufacturing Systems Network of Excellence) funded by FP6 IST programme.

7. ECONOMIC DIMENSION

Estimation of total manpower (expressed in person years) dedicated in 2004 to the activities of the Action (i.e. for research projects within the HOPS topics; for dissemination of results, for participating at conferences and workshops, for participating at A29 meetings).

<i>Year</i>	<i>Person Years</i>
2004	12.8
Total	12.8

Funds received from the COST budget for each year and for the entire duration of the Action utilised for Secretariat, Publications, Workshops and Seminars, MC meetings, Short-Terms scientific missions, other and Total

<i>Year</i>	<i>Secretariat</i>	<i>Publications</i>	<i>Workshops / Seminars</i>	<i>MC meetings</i>	<i>STSM</i>	<i>other</i>	<i>Total</i>
2004	-	-	-	14'004	-	-	14'004
						Total	14'004

8. **SELF EVALUATION** (only in the last annual progress report)

Indicate, in no more than 1 page, what were, in the opinion of the MC, the main successes, the drawbacks (if any) and the key difficulties encountered (if any).

ANNEX 1: List of publications and reports 2004 / 2005 / in press

Published in 2004

In 2004 members of A29 MC or A29 working groups have produced or have participated in producing 33 publications or reports:

- Bramham J, & MacCarthy, B.L. (2004) 'Providing Rapid Effective Quotations', Proceedings of 11th International EurOMA Conference, (Eds Wassenhove, L. et al), June 2004, Fontainebleau, France, Vol 2, pp 697–705.
- Buerschaper C., von der Weth, R., Hofinger, G. (2004) Lernprozesse gestalten - Zur Funktion computersimulierter Szenarien. In: U.G. Seebacher, G. Klaus (Hrsg.) Handbuch – Führungskräfte-Entwicklung: Theorie, Praxis, Fallstudien. Oberhaching: USP Publishing International, p.349-362.
- Cegarra, J. (2004). La gestion de la complexité dans la planification : le cas de l'ordonnancement [Complexity management in planning activities: the case of scheduling]. PhD Thesis, University of Paris 8.
- Dubois, A, Gadde. L-E, Hulthén, K, Jonsson, P, Sundqvist, V. (2004), "Supply Network Co-ordination – An Extended Perspective on Flexibility", IMP Conference 2004, Copenhagen.
- Engström, T., Jonsson, D. and Medbo, L.(2004). 'Perspectives on changes in the Swedish model for work life development', The Twelfth GERPISA International Colloquium", "Analysing the Variety of Capitalism and the Diversity of Production Models", Paris.
- Fischer, D., Wäfler, T. (2004). Planung darf nicht behindern. Organisator Nr. 3/04, Seiten 23-24
- Günter, H., Grote, G. & Thees, O. (2004): Supply chain management in forestry networks, in: M. Taisch, E. Filos, P. Gorello, K. Lewis & M. Montorio (Eds.): Conference Proceedings for IMS Forum 2004 - Global Challenges in Manufacturing, Cernobbio, pp. 818-825.
- Gustavsson, M. and Jonsson, P (2004), "The influence of demand-information quality on supply chain planning", 2nd International workshop on Supply Chain Management and Information Systems, Hong Kong.
- Gustavsson, M. and Jonsson, P. (2004), "Information quality influences on the sales and operations planning", Eighth International Conference on Manufacturing & Management (PCMM 2004), Gold Coast, Australia.
- Hoc, J.M., Mebarki, N., & Cegarra, J. (2004). L'assistance à l'opérateur humain pour l'ordonnancement dans les ateliers manufacturiers [human operator support of scheduling in manufacturing workshop]. *Le Travail Humain*, 67(2), 181-208.
- Jackson S, Wilson J R, MacCarthy B L, (2004) 'A New Model of Scheduling in Manufacturing: Tasks, Roles, and Monitoring', *Human Factors*, Vol. 46(3), pp 533-550
- Jackson, S., Wilson, J.R. & MacCarthy, B.L. (2004). A new model of scheduling in manufacturing: Tasks, Roles and Monitoring. *Human Factors*, 46, 3, pp 533-550.
- Johansson, E. and Medbo, L. (2004). 'On the use of Product Data in the Design of the Materials Supply System' *Journal of Manufacturing Technology Management*, Vol. 15, No. 8
- Jonsson, D., Medbo, L. and Engström, T. (2004). 'Some Considerations Relating to the Reintroduction of the Assembly Lines in the Swedish Automotive Industry', *International Journal of Operation & Production Management*. Vol. 24, No. 8, pp. 754–772.
- Jonsson, P. and Mattsson, S-A. (2004), "The Implication of Fit Between Planning Environments and Manufacturing Planning and Control Methods", *Journal of*

- Enterprise Management, Vol. 20, No. 4.
- Langan-Fox, J., Anglim, J. & Wilson, J.R. (2004). Mental models, team mental models and performance: Process, development and future directions. *Human Factors and Ergonomics in Manufacturing*, 14, 331-352
 - Meyer, J., Engel, A. & Richter, P. (2004). Teamqualität und Motivation in virtuellen Teams [Quality of teamwork and motivation in virtual teams]. In M. Engelen & K. Meißner (Hrsg.). *Virtuelle Organisation und neue Medien 2004* [Virtual organisations and new media 2004] (pp. 349 - 360). Lohmar: EulVerlag.
 - Müller, E. & Riedel, R. (2004). Cultural effects on the integration of technology, organisation and people. Proceedings of the 9th International Conference on Human Aspects of Advanced Manufacturing (HAAMAHA): Agility & Hybrid Automation 24th to 27th August 2004, National University of Ireland, Galway, Ireland
 - Müller, E. & Riedel, R. (2004). Exzellente Unternehmen brauchen innovative Methoden und Instrumente des Produktionsmanagements. *vdi-z Integrierte Produktion* 05, S. 67-69
 - Müller, E., Horbach, S., Ackermann, J. & Näser, P. (2004). Production Management in Competence-cellbased Networks. In: Proceedings of APE'2004 IIIrd International Conference on Advances in Production Engineering, Part I, Warsaw, Poland, June 17-19, 2004, p. 53-62, ISBN 83-916234-3-2
 - Richter, P. (2004). Gesundheitsförderung in Organisationen – arbeits- und organisationspsychologische Präventionsansätze [Workplace health promotion – approaches of prevention in work and organisational psychology]. In J. Wegge & K. H. Schmidt (Hrsg.). *Förderung von Motivation und Gesundheit im Unternehmen* [Support of motivation and health in organisations] (pp. 197-214). Göttingen: Hogrefe.
 - Riezebos, J. (2004) Time bucket length and lot-splitting approach, *International Journal of Production Research*, vol. 42, no. 12, pp. 2325-2338.
 - Shepherd, C. (2004) Enterprise Resource Planning. In Nicholson, N. (Ed), *Blackwell Encyclopedic Dictionary of Organizational Behavior*. Oxford. Blackwell.
 - Shepherd, C. (2004). Findings from the implementation of DATUM (Internal Report)
 - Småros, J. (2004), "Forecasting collaboration in the European grocery sector: Observations and hypotheses", *Laboratory of Industrial Management: Working papers*, Working Paper No 2004/3, Helsinki University of Technology.
 - Småros, J., & Hellström M. (2004), "Using the assortment forecasting method to enable sales force involvement in forecasting: A case study", *International Journal of Physical Distribution & Logistics Management*, Vol. 34, No. 2
 - Småros, J., Angerer, A., Fernie, J., Toktay, B. & Zotteri, G. (2004), "Logistics Processes of European Retailers"
 - Von der Weth, R. (2004). Information und Intuition. Wie man Experten bei komplexen Planungen unterstützt. In M. Engelen & K. Meißner (Hrsg.). *Virtuelle Organisation und Neue Medien 2004*. Lohmar: Eul-Verlag, p. 303-312.
 - Wäfler, T. (2004). An antagonistic dialogue about chaordic systems thinking (part i & II). *The Learning Organization*, Special Issue Chaordic systems thinking for learning organizations, 11(6), 450-465.
 - Wäfler, T. (2004). Sociotechnical Analysis and Design of Shopfloor Planning and Control. In: M. Taisch, F. Erastos, P. Garelo, K. Lewis & M. Montorio (Eds.). *Global Challenges in Manufacturing. Proceedings of the IMS International Forum 2004*, Gernobbio (I), May 17-19 2004, pp. 642-649.
 - Wäfler, T., Fischer, D.(2004). Methodische Defizite eliminieren. *Organisator* Nr. 3/04, Seiten 30-31
 - Wänström, C, Jonsson, P. and Medbo, P. (2004), "A simulation study of the demand impact on the phase-out performances", *EurOMa 2004 Conference*, Fontainebleau.

- Wänström, C. and Jonsson, P. (2004), “Adjusting the Materials Planning Strategy to the Phase-in and Phase-out situation”, Eighth International Conference on Manufacturing & Management (PCMM 2004), Gold Coast, Australia.

So far published in 2005

In 2005 members of A29 MC or A29 working groups have so far produced or have participated in producing 9 publications or reports:

- Coates D, MacCarthy B L and Guinery J, (2005) ,Coping with re-structuring’ Manufacturing Engineer.
- Debitz, U. (2005). Die Gestaltung von Merkmalen des Arbeitssystems und ihre Auswirkungen auf Beanspruchungsprozesse [The design of work system features and their impact on mental strain]. Schriften zur Arbeits-, Betriebs- und Organisationspsychologie [Report on work, industrial and organisational psychology]. Hamburg: Dr. Kovac.
- Farrington-Darby, T, Wilson, J R & Norris, B (2005). The nature of expertise: a review. Accepted for Applied Ergonomics
- Fischer, D. (2005). Auftragsabwicklung nachhaltig optimieren. Technische Rundschau vom 11. Februar 2005, Seiten 24-27
- Jonsson, P. and Mattsson, S-A. (2005), Logistik – läran om effektiva materialflöden, Studentlitteratur, Lund (550 pages) – in Swedish (English title: Logistics and supply chain management – the discipline of efficient and effective material flows).
- Jonsson, P. and Mattsson. S-A. (2005), ”A longitudinal study of material planning applications in Sweden”, The annual NOFOMA conference, Copenhagen (full paper submitted to the conference).
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ANNEX 2: Specification HOPS website

I. Web site for HOPS

Content

According to table below.

A simple and straightforward layout, fast to download, comparable to other actions websites.

A structure of the content that is easy to navigate in, similar structure for MC, WGs and human factors workshop as well as additional initiatives.

Priorities

The different contents of the website are differently prioritised.

1 means that it should be included as soon as possible

2 means that it should be strived for to be included.

3 means that it may be included if found applicable.

Technology

The website can be hosted by Wout von Wezel in his private company's web server.

Wout will take care of the necessary programming and the practicalities necessary for putting the web site into operation since he has the necessary knowledge for managing this job.

Cost

It is expected to be decided that a sum of € 2000 will be possible to reserve for maintaining the website during the next year. This will then cover the expenses for putting the website into operation.

Web content table for analysis

Issue	Target audience	Goal	Content	Ownership / Criteria?	Maintenance interval	Access	Priority
Memorandum	Cost administration Researchers Practitioners	Provide background information	MoU	MC	Once	Wout	1 (in Cost website)
Management committee	Cost administration Researchers Practitioners	Provide contact information	List of MC	MC	Each MC meeting	Wout	1 (in Cost website)
Presentation of participants in MC or WG	Researchers Practitioners	Provide more thorough information on participants	Links to personal webpages	Each participant in MC or WG	At initiative from participant	Wout	2
Action reports	Cost administration Researchers Practitioners?	Provide information on action progress	Action reports	MC	Action report occasions	Wout	1 (in Cost website)
Project reports	Researchers Practitioners	Disseminate research results	Project reports	WG	Publishing occasions	Wout	1
Other publications of participants	Researchers Practitioners	Disseminate research results	Participants publications	WG	Publishing occasions	Wout	1
Calendar of HOPS activities	Cost administration Researchers Practitioners?	Coordinate HOPS participants and their activities	Calendar	MC and WG	After each meeting	Wout	1
Calendar of PSC events	Researchers? Practitioners?	Provide information on different events PSC events	Calendar	WG / decentralised	At demand	Wout	3
List of commented references	Researchers? Practitioners?	Provide information for doctoral students in PSC?	List	WG, only commented references allowed	At demand	Wout	3
List of HOPS projects	Researchers? Practitioners?	Information on possible networking	List	MC	Each MC meeting	Wout	1

Web content table for analysis (cont.)

Issue	Target audience	Goal	Content	Ownership / Criteria?	Maintenance interval	Access	Priority
Links with respect to PSC	Researchers? Practitioners?	Provide information for PSC practitioners?	List	WG	At demand	Wout	3
Meetings	Cost administration Researchers	Record the HOPS process	All official documents connected to HOPS activities	MC and WG	Each occurring activity within HOPS	Wout	1
Minutes	Cost administration Researchers	Provide decision documentation	Minutes	MC and WG	Each meeting within HOPS	Wout	1 (in Cost website)
Workshop on HF in PSC	Researchers	Provide information on workshop	Call for papers Invitation Agendas	Workshop host, treat like a workgroup but keep outside HOPS	Before and after each workshop	Wout	2
News	Researchers Practitioners	Highlight recent or coming activities of interest	Different advertisements	MC and WG	At demand / with automatic deletion	Wout	1
Miscellaneous	Different target groups	Open for special initiatives like partnerships etc	Different	MC or WG approves	At demand	Wout	3
Password protected work site	MC and WG	Increase and facilitate communication within MC/WG	Working documents	MC and WG	Continuous	MC	2