Tom Grennes


Robert Handfield


Working collaboratively with suppliers is increasingly cited as a ‘best practice’ in product development. The importance of sharing knowledge between buyer and supplier in this context has been well recognized, although comparatively little research exists on the inter-organizational socialization mechanisms that facilitate it. Our research proposes and tests a theoretical model of the impact of formal and informal socialization mechanisms within product development on the extent of knowledge sharing between buyer and supplier. Results from our study of 111 manufacturing organizations in the United Kingdom largely support our hypotheses. We find that informal socialization mechanisms (e.g. communication guidelines, social events) play an important role in facilitating knowledge sharing, while formal socialization (e.g. cross-functional teams, matrix reporting structures) acts indirectly through informal socialization to improve inter-organisational knowledge sharing. Our results also show that buyer-supplier knowledge sharing increases the supplier’s contribution to product development, improving the firm’s product performance and ultimately, superior financial performance. We encourage product development managers to build social ties between buyer and supplier development teams in order to increase the flow of knowledge, and improve both product development outcomes and financial performance.

Nicole Darnell, Robert Handfield, and Jason Jolley "Environmental Management Systems and Green Supply Chain Management: Complements for Sustainability?" *Business Strategy and the Environment*.

Some researchers question the legitimacy of EMSs since organizations can claim to have one when in fact they make no attempt to reduce their environmental harms. In instances where EMS adopters are insincere about improving their environmental performance, there is little reason to implement "green" supply chain management (GSCM) practices because doing so requires resources and burdens supplier relationships. Moreover, insincere EMS adopters can still market themselves as being environmentally proactive by virtue of having an EMS. However, other scholars suggest that the organizational capabilities required to adopt an EMS may facilitate GSCM implementation. Consequently, EMS adopters may have a greater propensity to expand their focus beyond the boundaries of the firm and utilize GSCM practices to minimize system-wide environmental impacts. This research illuminates the debate by empirically evaluating the relationship between EMS and GSCM practices. It suggests that in broadening their environmental reach, firms have a greater potential to promote environmental sustainability.

Art Padilla

Cuba has again become a major force in Caribbean tourism. If and when U.S. trade and travel restrictions are lifted, Cuba might quickly become the dominant player, siphoning off U.S. tourists from neighboring competitors. This paper presents an overview of tourism in Cuba and the Caribbean before and during Castro and discusses likely factors that might condition a post-Castro transition. The third section reviews the tourism products that Cuba might introduce and, based on historical trends and interviews with tourism experts and senior resort executives, projects the growth of tourism in Cuba after a five-year transition period and simulates the quantitative diversion of U.S. tourists from competing destinations. Concern among Caribbean neighbors about negative impacts to their own tourism activities appears justified, particularly during an initial post-Castro transition period.

Wally Thurman


In 2004, Congress ended the sixty-six year old federal tobacco quota program, effectively deregulating production and prices. With deregulation came a buyout package, funded by cigarette manufacturers, of more than $4 billion in present value paid to quota owners and farmers. While the dollar values of compensation payments are known, the effects of the historic legislation on tobacco markets are uncertain. The current paper examines these effects and their welfare consequences. Contrary to some public perception, U.S. flue-cured tobacco production will increase as a result of deregulation. Production increases across the flue-cured producing region will be substantial, but not uniform, with North Carolina experiencing the largest gains. We consider the appropriateness of the buyout payments under alternative views of economic damages due to the quota system’s demise.

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