Dr. Timothy Brotherton

Editor

Journal of Critical Incidents

April 18, 2014

Dear Dr. Brotherton:

Please find attached a Critical Incident titled “The Human Side of Logistics” for consideration for publication in your journal. We have also included the accompanying Teaching Note. This incident and note was presented at the Conference in Chicago in March 2014. We would like to express our gratitude to the discussants and audience who provided excellent comments for our revision at the Conference. A list of the changes made based on the comments is appended below.

The Critical Incident is based on actual experiences and we have obtained permission from the company to publish the results of our research with them. It is not under consideration for publication elsewhere, nor has it been published in whole or in part previously. All authors approve of its submission to your journal for publication.

Thank you in advance for your kind consideration of this submission.

Sincerely yours,

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LIST OF CHANGES MADE TO MANUSCRIPT BASED ON DISCUSSANT COMMENTS:

Please find below the list of required and suggested changes made by the discussants of our CI at the Conference in Chicago in March 2014. We list the comment and then our response in italics directly below. We wish to thank our discussants for their thoughtful input.

**Must Do Items for Critical Incident**:

1. In the introduction to the CI, state clearly type of case and who makes the decision

*Response: We have rewritten the introduction to clarify that this is a decision case where the decision maker is the protagonist. In addition, we now state upfront exactly the decision our protagonist is facing.*

1. Use Past Tense

*Response: We have rewritten the entire CI in the past tense.*

1. Make the Hook stronger

*Response: The first two lines of the introduction, we set up a scene where the anxiety of the protagonist is obvious and serves to draw the reader in. The students will identify with our protagonist and wonder what they would do in a similar situation. We believe this considerably strengthens our hook.*

**Must Do Items for Teaching Note**:

1. Move Question 1 In the end – it is a good summary question.

*Response: The original Question 1 is now the final question. In addition, we have added a theoretical framework to the response to this question to make it a stronger summary.*

1. The learning objectives understate the questions – the questions are better than the learning objectives.

*Response: We have changed the learning objectives to better reflect the strength of the questions as well as to better capture the actual skills gained based on higher order elements in Bloom’s taxonomy.*

1. Question 1 needs theory.
2. Responses to the questions are very practical. They are lacking theory.

*Response: We have added theoretical frameworks as well as a discussion of relevant theory to the responses for all the questions. Citations to the relevant theory are included at the end of the teaching note.*

1. Who is the target audience for this case – relevant courses?

*Response: We have included a list of relevant courses in the Teaching Note*

1. Research Methods need beefing up.

*Response: We have added more details to the research conducted for this case, which included interviews and conversations with the company in addition to a review of the relevant literature and theories. The citations at the end as well as the inclusion of theory in all the responses highlight the in-depth research conducted for this Critical Incident.*

**Suggested Items for Teaching Note**:

1. What kind of a case is this?

*Response: We have rewritten the overview to clarify that this is a decision case.*

1. Perhaps add a process chart to the final question.

*Response: Given that this case is a conflict resolution case, we believe adding a supply chain process chart is not necessary. Were this case to be used in a supply chain course, the instructor would be able to easily construct the chart form the information in the CI and TN (Question 4).*

1. Separate issue from solution in Question 2. Only state issue in Question 2 and move all discussion of possible solutions to Question 3.

*Response: We have rewritten the response to Question 2 such that it now only highlights the issues. All solutions are part of Questions 3 and 4, based on their best fit.*