

SANJAY L. AHIRE, Ph.D.
ASQ-Certified Six Sigma Master Black Belt
Professor of Operations and Supply Chain Management
Associate Director, USC Global Supply Chain & Process Management Center
Department of Management Science
Darla Moore School of Business
University of South Carolina
Email: ahire@moore.sc.edu

EDUCATION AND ACADEMIC POSITIONS HELD

- Ph.D.** The University of Alabama
Tuscaloosa, Alabama (May 1992)
- Major Area: Management Science
Concentration: Production & Operations Management
- M.M.S.** Jamnalal Bajaj Institute of Management Studies
University of Bombay, India (April 1985)
- Major Area: Management
Concentration: Production and Operations Management
- B.Chem.** Department of Chemical Technology
University of Bombay, India (April 1982)
- Major: Chemical Engineering

Past Positions

University of Dayton, Professor of Operations Management (August 2003 – June 2006); Associate Professor of Operations Management (August 2000 – July 2003)

Indiana University South Bend, Associate Professor of Decision Sciences (August 1998 – July 2000)

Western Michigan University, Associate Professor of Operations Management (August 1996 – July 1998); Assistant Professor of Operations Management (August 1992 – July 1996)

Jackson State University, Assistant Professor of Decision Sciences (August 1990 – July 1992)

SPECIAL AWARDS AND RECOGNITION

1. The first tenured university professor to receive Six Sigma Master Black Belt certification from the American Society for Quality, March 2012.
2. “Wickham Skinner Teaching Innovation Achievements Award”, Production and Operations Management Society, April 2002.
3. “University of Dayton Alumni Award in Teaching Excellence”, March 2005.
4. “Southwest Ohio Council on Higher Education Teaching Excellence Award”, April 2005.
5. 1996 Research Article in *Decision Sciences Journal* recognized as the “second most cited article” published in that journal over the 35-year period 1970-2005.
6. Google Scholar Citations (as of January 30, 2015):
Total = 3,600; h-Index=22; i10-Index=26

RESEARCH

RESEARCH AND APPLICATION INTERESTS

1. Implementation and evaluation of operations improvement strategies (Lean and Six-Sigma Implementation, TQM, reengineering, ISO Certification, ERP, and supply chain design and management);
2. Applications of operations improvement techniques (process mapping, simulation, resource management, etc.);

PUBLICATIONS

REFEREED RESEARCH ARTICLES PUBLISHED (chronological)

1. Williams, B.D., Waller, M.A., Ahire, S., Ferrier, G., “POS and Order Data: The Inventory Balance Effect”. *European Journal of Operational Research*, 232(3), February 2014, 593-600.

2. Jensen, J.B., Ahire, S.L., & Malhotra, M.K., "Trane/Ingersoll Rand Combines Lean and OR tools to Redesign Feeder Manufacturing Operations". *Interfaces*, July-August 2013, 43(4), 325-340.
3. Jayaram, J., Ahire, S.L., Nicolae, M., and Ataseven, C., "The moderating influence of product orientation on coordination mechanisms in TQM". *International Journal of Quality & Reliability Management*, 2012, 29(5), 531-559.
4. Nair, A., Malhotra, M.K., and Ahire, S.L., "Toward a Theory of Managing Context in Six Sigma Process-Improvement Projects: An Action Research Investigation". *Journal of Operations Management*, 29(5), July 2011, 529-548.
5. Jayaram, J., Ahire, S., and Dreyfus, P., "Contingency Relationships of Firm Size, TQM Duration, Unionization, and Industry Context on TQM Implementation: A Focus on Total Effects". *Journal of Operations Management*, 28(4), July 2010, 345-356.
6. Ahire, S.L., Gorman, M.F., David Dwiggin, and Mudry, O. "Using "OR" to Rethink the Operations Strategy at Standard Register Company". *Interfaces*. Vol. 37(6), November-December 2007, 553-565.
7. Ferratt, T., Ahire, S.L., and De, P. "Achieving successfully in managing large projects: implications from a study of ERP implementations". *Interfaces*, Vol, 36(5), September-October 2006, 458-469.
8. Gorman, M.F. and Ahire, S.L. "A practical approach to effective service vehicle stocking". *Interfaces*, Vol, 36(5), September-October 2006, 407-419.
9. Dreyfus, P., Ahire, S.L., and Ebrahimpour, M. "The impact of just-in-time implementation and ISO 9000 certification on total quality management". *IEEE Transactions on Engineering Management*, Vol. 51(3), May 2004, 125-141.
10. Ahire S.L. and Ravichandran, T. "An innovation diffusion model of TQM implementation." *IEEE Transactions on Engineering Management*, Vol. 48(4), November 2001, 445-464.
11. Ahire, S.L. "Linking operations management students directly to the real world". *Interfaces*. Vol. 31(5), September-October 2001, 104-120.
12. Ahire, S.L. and Devaraj, S. An empirical comparison of construct validation approaches. *IEEE Transactions on Engineering Management*. Vol. 48, No.3, August 2001, 319-329.

13. Ahire, S.L. "The role of management science techniques in operations improvement in small firms." *Production & Inventory Management Journal*. Vol. 42, No.2, 2001, 14-21.
14. Ahire, S.L., Greenwood, G., Gupta, A., and Terwilliger, M. "Work-force constrained preventive maintenance scheduling using evolution strategies". *Decision Sciences* Vol. 31(4), Fall 2000, 833-859. [**Citation of excellence for highest quality from Emerald Management Review for originality**].
15. Ahire, S.L. and Dreyfus, P. "The impact of design management and process management on quality: An empirical investigation". *Journal of Operations Management*, Vol. 18(6), 2000, 549-576.
16. Ahire, S.L. and Rana, D.S. "The impact of quality efforts in different manufacturing stages on quality performance". *Business Research Yearbook: Global Research Perspectives*, Publication of the International Academy of Business Disciplines, Vol. VI, 1999, 430-434.
17. Ahire, S.L. and O'Shaughnessy, K.C. "The role of top management commitment in quality management: An empirical analysis of the auto parts industry". *International Journal of Quality Science*. Vol. 3 (1), 1998, 5-37. [**Citation of excellence for highest quality from Emerald Management Review for practical implications**].
18. Jayaram, M. and Ahire, S.L. "Impact of operations management practices on quality and time-based performance". *International Journal of Quality & Reliability Management*. Vol. 15 (2), 1998, 192-204.
19. Ahire, S.L. "The management science - total quality management interfaces: An integrative framework". *Interfaces*. Vol. 27 (6), 1997, 91-114. [**Citation of excellence for highest quality from Emerald Management Review for practical implications**].
20. Deshpande, S.P., Ahire, S.L., and Golhar, D.Y. "Supervisors' participation in quality efforts in large and small manufacturing firms". *Production Planning and Control*. Vol. 8 (4), 1997, 398-405.
21. Golhar, D.Y., Deshpande, S.P., and Ahire, S.L. "Supervisor's role in TQM and non-TQM firms". *International Journal of Quality & Reliability Management*. Vol. 14 (6), 1997, 555-568.
22. Gopalakrishnan, M., Ahire, S.L., and Miller, D. "Maximizing the effectiveness of a preventive maintenance system". *Management Science*. Vol. 43 (6), June 1997, 827-840.

23. Ahire, S.L. "TQM age versus quality: An empirical investigation". *Production and Inventory Management Journal*. Vol. 37 (1), 1996, 18-23.
24. Ahire, S.L. "An empirical investigation of quality management in small firms". *Production and Inventory Management Journal*. Vol. 37 (2), 1996, 44-50.
25. Ahire, S.L. and Schmidt, C.P. "A model for one-warehouse, *N*-retailers continuous-periodic mixed review inventory systems". *European Journal of Operational Research*. Vol. 92, 1996, 69-82.
26. Ahire, S.L. and Golhar, D.Y. "Quality management in large versus small firms: An empirical investigation". *Journal of Small Business Management*. Vol. 34 (2), 1996, 1-13. [**Citation of excellence for highest quality from Emerald Management Review for originality**].
27. Ahire, S.L., Golhar, D.Y., and Waller, M.A. "Development and validation of TQM implementation constructs". *Decision Sciences*. Vol. 27 (1), 1996, pp. 23-56. [**Citation of excellence for highest quality from Emerald Management Review for originality and readability**].
28. Ahire, S.L., Waller, M.A., and Golhar, D.Y., "Quality management in TQM Versus non-TQM firms: An empirical investigation". *International Journal of Quality & Reliability Management*. Vol. 13 (8), 1996, 8-27.
29. Waller, M.A. and Ahire, S.L. "Management perception of the link between product quality and customers' view of product quality". *International Journal of Operations & Production Management*. 16 (6), 1996. [**Citation of excellence for highest quality from Emerald Management Review for practical implications**].
30. Ahire, S.L., Landeros, R. and Golhar, D.Y. "Total quality management: A literature review and an agenda for future research". *Production and Operations Management*. Vol. 4 (3), 1995, 277-306.
31. Ahire, S.L. and Rana, D.S. "TQM pilot projects selection using an MCDM approach". *International Journal of Quality & Reliability Management*. Vol. 12 (1), 1995, 61-81.
32. Golhar, D.Y. and Ahire, S.L. "Total quality management for business students: An experiential learning approach". *International Journal of Quality & Reliability Management*. Vol. 12 (7), 1995, 54-64.
33. Vuppapapati, K., Ahire, S.L. and Gupta, T. "JIT and TQM: A case for joint implementation". *International Journal of Operations & Production Management*. Vol. 15 (5), 1995, 84-94.

34. Ahire, S.L. and Waller, M.A. "Incremental and breakthrough improvement: An integrative framework". *International Journal of Logistics Management*. Vol. 5 (1), 1994, 19-32.

INVITED RESEARCH ARTICLES PUBLISHED

1. Ahire, S.L. and Malhotra, M.K., "Scripting a Holistic Rx for Process Improvement at Palmetto Health Imaging Centers". *Global Business & Organizational Excellence*, 30(2), Jan-Feb 2011, 23-35.
2. Ahire S.L. "TQM theory: Opportunities and strategies". *Decision Line* (Decision Sciences Institute), Vol. 27 (2), 1996, 6-8.

INVITED BOOK CHAPTERS

1. Kanet, J.J., Ahire, S.L., and Gorman, M.F. Constraint Programming for Scheduling. In *Handbook of Scheduling*, CRC Press, Boca Raton, FL. May 2004.

RESEARCH ARTICLES UNDER REVIEW AND PROJECTS IN PROGRESS

1. Malhotra, M.K., Ahire, S.L., and Guang-Zhi Shang, Mitigating the Impact of Functional Dominance in Cross-Functional Teams. *Decision Science Journal*. Under Review 3rd Round.
2. Ahire, S.L, Malhotra, M.K., and Jensen, J.B., "Carton-Mix Optimization for Walmart.Com Distribution Center". *Interfaces*. Under 1st Review.
3. Ahire, S.L. and Jensen, J.B., "Integrating Lean and Six Sigma into Supply Chain Transportation Network Optimization: An Inductive Theory Approach". *Journal of Business Logistics*. Under 1st Review.
4. Effect of workload on patient disposition and Readmission: Mediating Effects of Time To Procedure and Time Until Discharge. Work in Progress.
5. Ahire, S.L., Malhotra, M.K., and McKie, E., "Organizational Theories for Operations and Supply Chain Management: A Longitudinal Perspective". Work in Progress.
6. Ahire, S.L. and Malhotra M.K. An Integrative Framework of Multi-Echelon Supply Chain Risks. Work in Progress.
7. Ahire, S.L., Malhotra, M.K., and McKie, E., "A Framework for Measuring the Quality of Supplier Procurement Schedules. Work in Progress.

**PUBLISHED REFEREED RESEARCH PROCEEDINGS
(with conference presentations)**

1. Ahire, S.L. "Operations improvement and management science techniques: Relevance to small firms". *Proceedings of the Decision Sciences Institute's 30th Annual Meeting*, November 2000. Orlando, Florida.
2. Dreyfus, P., Schmitt L.J., and Ahire, S.L. "The role of market orientation in product quality improvement programs". *Proceedings of the Decision Sciences Institute's 30th Annual Meeting*, November 2000. Orlando, Florida.
3. Jayaram, M. and Ahire, S.L. "Interorganizational links and quality performance: A contingency perspective". *Proceedings of the Decision Sciences Institute's 29th Annual Meeting*. November 1999. New Orleans, Louisiana.
4. Dreyfus, P., Ahire, S.L., and Schmitt, L.J. "An integrated model of plant-level quality determinants". *Proceedings of the Decision Sciences Institute's 28th Annual Meeting*. November 1998. Las Vegas, Nevada.
5. Mohamed, Z.M., Kumar, A., and Ahire, S.L. "An optimal selection of quality level, quality dependent price, and product demand: An application in textile industry". *Proceedings of the Decision Sciences Institute's 28th Annual Meeting*. November 1998. Las Vegas, Nevada.
6. Ahire, S.L., Golhar, D.Y., and Deshpande, S.P. "An empirical investigation of first-line supervisors' participation in quality efforts". *Proceedings of the Decision Sciences Institute's 28th Annual Meeting*. November 1997. San Diego, California.
7. Ahire, S.L. "Factors affecting cross-functional teams' effectiveness". *Proceedings of the Decision Sciences Institute's 27th Annual Meeting*. November 1996. Orlando, Florida.
8. Golhar, D.Y., Deshpande, S.P., and Ahire, S.L. "First-line supervisors' role in quality efforts in U.S. and Canadian manufacturing firms". *Proceedings of the Decision Sciences Institute's 27th Annual Meeting*. November 1996. Orlando, Florida.
9. Singh, S., Ramrattan, S., Bringleston, L., and Ahire, S.L. "A simulation analysis of in-process sand losses in a foundry". *Proceedings of the 100th American Foundrymen's Congress*, Washington, D.C., May, 1996.
10. Ahire, S.L., Deshpande, S.P., and Golhar, D.Y. "Middle managers' role in quality efforts in small and medium-sized firms". *Proceedings of the Global Conference on Small and Medium Industry and Business*. January 1996. Bangalore, India.

11. Deshpande, S.P., Ahire, S.L., and Golhar, D.Y. "Supervisors' participation in quality efforts in medium and small manufacturing firms". Proceedings of the *Global Conference on Small and Medium Industry and Business*. January 1996. Bangalore, India.
12. Greenwood, G., Ahire, S.L., Munnangi, P., and Gupta, A. "Parallel implementations of evolutionary strategies". Proceedings of the *International Conference on High Performance Computing*. December 1995. New Delhi, India.
13. Golhar, D.Y., Deshpande, S.P., and Ahire, S.L. "The role of middle management in TQM and non-TQM firms: An empirical investigation". Proceedings of the *Decision Sciences Institute's 26th Annual Meeting*. November 1995. Boston, Massachusetts.
14. Deshpande, S.P., Ahire, S.L., and Golhar, D.Y. "Supervisors' participation in quality efforts in large and small manufacturing firms". Proceedings of the *Decision Sciences Institute's 26th Annual Meeting*. November 1995. Boston, Massachusetts.
15. Rana, D.S. and Ahire, S.L. "Quality management at African-American owned businesses". Proceedings of the *International Association of Business Disciplines*. April 1995. San-Diego, California.
16. Sen, B.S., Ahire, S.L., Schmidt, C.P., and Miller, D.M. "Safety stock allocation for one-warehouse, N -non-identical retailers systems". Proceedings of the *Decision Sciences Institute's 25th Annual Meeting*. November 1994. Honolulu, Hawaii.
17. Ahire, S.L. "Modeling the faculty recruitment problem". Proceedings of the *Decision Sciences Institute's Annual Meeting*. November 1993. Washington, D.C..
18. Rana, D.S., Ahire, S.L., and Cooley, W. "Faculty recruitment at minority schools of business administration". Proceedings of the *Mid-Western Decision Sciences Institute Annual Meeting*. April 1993. East Lansing, Michigan.
19. Ahire, S.L. and Miller, D.M. "Improving the utilization of a printshop using simulation modeling". *The Twenty-first Annual Meeting for The Western Decision Sciences Institute*. March 1992. Reno, Nevada.
20. Ahire, S.L., Miller, D.M., and Barron F.H. "Criteria weights assignment in the context of productivity measurement using an objective matrix approach". *The Third International conference on Productivity and Quality Research*. 1991. Miami, Florida.

INVITED RESEARCH PRESENTATIONS

1. Ahire, S.L. "Feeding the Supply Chain Talent: A Unique Model of Academic-Industry Applied Research Collaboration for the Chemical Industry". LogiChem2008 Conference, Atlanta (GA), September 2008.
2. Ahire, S.L. "Triangulation of teaching, research, and practice: A model for contributions to operations management". University of Alabama, Tuscaloosa (AL), November 2004.
3. Organizational and Implementation Issues in Quality Management Systems. DSI Annual Meeting, Boston (MA), November 2004.
4. Ahire S.L., Gorman M.F., Kanet, J.J., and Wagner, P.G., "A Process Model of Successful Operations Management Program Development", *POMS International Conference*, April 2004, Cancun, Mexico.
5. Ahire, S.L. and Wagner, P.G., "Demonstrating Operations Management Value to Other Business Careers Through the Operations Management Survey Course", *POMS International Conference*, April 2004, Cancun, Mexico.
6. Ahire S.L. and Gorman, M.F., "Taking Undergraduate Operations Management (OM) Competency to the Next Level: Actual Operations Consulting", *POMS International Conference*, April 2004, Cancun, Mexico.

RESEARCH PRESENTATIONS (in addition to those with Proceedings)

1. Gopalakrishnan. M, Miller, D.M., and Ahire, S.L. "Maximizing the effectiveness of a preventive maintenance program: an adaptive constrained modeling approach". *ORSA/TIMS Joint National Meeting*. May 1990. Las Vegas, Nevada.
2. Ahire, S.L., Schmidt, C.P., and Miller, D.M. "Analysis of a complex multi-echelon inventory system using simulation approach". *ORSA/TIMS Joint National Meeting*. October 1990. Philadelphia, Pennsylvania.
3. Ahire, S.L. "Analysis of one warehouse, N -retailers periodic review (nQ,r,T) systems". *The 3rd Annual POMS Meeting*. 1992. Orlando, FL.
4. Kumar, A. and Ahire, S.L. "Dynamic allocation and routing strategies for one-warehouse, N -retailers inventory systems". *TIMS National Meeting*. June 1994. Anchorage, Alaska.

5. Ahire, S.L. and Dreyfus, P. “Conjoint Impact of Firm Size and Unionization on Operations improvement efforts”. DSI National Annual Meeting, 2006. San Antonio, TX.
6. Formby, S. (presenter), Malhotra, M. K., and Ahire, S.L. , “An Empirical Investigation of Complex and Complex Adaptive Behaviors between the Workforce and Management in Manufacturing”. DSI National Annual Meeting, 2010.
7. Ahire, S.L., Jensen, J., , "Beyond Conventional Lean Six Sigma Tools ... Making the Case for Advanced Operations Research Techniques", USC-Syracuse 1st Continuous Process Improvement Conference, USC-GSCPM Center - Syracuse University School of Business, 2012, Columbia, SC.
8. Ahire, S.L. and Jensen, J.B., “Making Industry Compete for Your Graduates”. DSI National Annual Meeting, 2012, San Francisco, CA.
9. Ahire, S.L. and Holliday, K., “Linking Operations Management Programs with Practice”. Production and Operations Management Society National Annual Meeting, 2013, San Francisco, CA.
10. Ahire, S.L., and Jensen, J.B., “Beyond Conventional Lean Six Sigma Tools”. USC-Syracuse 1st Continuous Process Improvement Conference, USC-GSCPM Center - Syracuse University School of Business, 2013, Syracuse, NY.
11. Ahire, S.L., Jensen, J.B., and Malhotra, M.K., “Building POM Relevance from Ground Up”. Production and Operations Management – NITIE, 2014, Mumbai, India.

GRANTS

1. Faculty Research Grant at Indiana University South Bend: 2000 (\$8,000).
2. Internal grants at Western Michigan University:1993-1997 (\$11,500).
3. The Academic Relations Office of the Canadian Embassy: 1994 (\$3,700).
4. The Academic Relations Office of the Canadian Embassy: 1993 (\$4,000).
5. Faculty Development Grant at Jackson State University: 1992 (\$3,500).

APPLIED RESEARCH

1. Fall 2006 – Fall 2013: Led/co-led more than 80 applied consulting projects in IMBA and Undergraduate Global Supply Chain & Operations Management Capstone Consulting Projects courses.
2. Winter 2003 and Winter 2006: Supervised 32 projects in OPS 495 (capstone projects consulting course) in firms such as GM, GE, NCR, and Miami Valley Hospital. Supervised an MBA project at GM Moraine Plant (student: Chris Flint).

3. August 1998 to May 2000: Directed one hundred and thirty *applied operations improvement projects* in manufacturing and service sector as a part of the MBA and undergraduate operations management courses. Organizations include automotive and auto parts companies, glass manufacturing, pharmaceutical manufacturing, banks, insurance companies, hospitals, airports, and university systems.
4. August 1992 to May 1998: Directed thirty-nine *applied operations improvement projects* in manufacturing and service sector as a part of the MBA and undergraduate operations simulation courses. Organizations include automotive and auto parts companies, glass manufacturing, pharmaceutical manufacturing, banks, insurance companies, hospitals, airports, and university systems.
5. January 1988 - May 1992: Worked on several applied research projects for the Alabama Productivity Center (with the Birmingham News, Alabama Power Company, etc.).

TEACHING

TEACHING AT THE UNIVERSITY OF SOUTH CAROLINA

AUGUST 2006 ONWARD	Professor of Operations Management Department of Management Science
Courses Taught at USC	MGSC 395: Survey of Operations Management MGSC 893: Business Process Improvements MGSC 485: Business Process Management MGSC 497: Capstone GSCOM Consulting Projects MGSC 894/897: Capstone IMBA GSCOM Consulting
Capstone Consulting Projects	Led/Co-led more than 80 UG/IMBA projects between Fall 2006-Spring 2014
PhD Dissertations	Tracy Fasolino (Nursing): Graduated May 2010 Alan Mackelprang (MGSC): Graduated May 2011 Samuel Formby (MGSC): Graduated May 2011

Teaching-Related Initiatives in Progress

I have been leading/co-leading UG/IMBA projects and Undergraduate projects in lean, six-sigma, and supply chain improvement areas in manufacturing and service firms in South

Carolina. The project clients include Carolinas Healthcare System, Colonial Life, Cummins, Johnson & Johnson, Sonoco (packaging manufacturing), Mead-Westvaco Chemicals Division, Michelin, Johnson & Johnson, Palmetto Health Richland, PricewaterhouseCooper, Siemens, Sonoco, Walmart, and Westinghouse.

I have also co-led the efforts to revamp the undergraduate Global Supply Chain and Operations Management (GSCOM) major at the Moore School of Business.

I am the co-champion (along with Keith Holliday, Director, Corporate Supply Chain & Operational Excellence, Sonoco Products Company) of Sonoco-USC Lean Six Sigma Green Belt Certification Initiative. More than 275 undergraduate students and more than 125 graduate students have been certified between 2008-2013 through this initiative.

TEACHING AT THE UNIVERSITY OF DAYTON

AUGUST 2003 – JUNE 2006

Professor of Operations Management
Department of MIS, OM, & Decision Sciences

AUGUST 2000 – JULY 2003

Associate Professor of Operations Management
Department of MIS, OM, & Decision Sciences

Courses Taught at UD

DSC 316: Production and Operations Management
OPS 301: Survey of Operations Management
OPS 350: Business Process Management
MBA 617: Business Process Improvement
MBA 695: MBA Independent Study (Fall 2001 and Summer 2004)

Undergraduate Capstone Consulting Projects

Co-taught and co-managed 34 high-profile operations improvement consulting projects in client organizations like Dayton Power & Light, Fifth-Third Bank, GE-Aircraft Engines, GE-Consumer Finance, GE-Consumer Products, GM, and Miami Valley Hospital. Many projects resulted in implementation of recommendations and career opportunities for students.

MBA 695 Projects Supervised

1. Throughput Improvement at General Motors SUV Plant in Moraine, Ohio using Lean Methods. Chris Flint, Fall 2001.
2. Do's and Don't of Implementing Manufacturing Free Trade Zones. Kevin Peng, Summer 2004.

Involvement in OM Undergraduate Major Program Development

Contributed to the design and implementation of the UD undergraduate OM major since 2000. The program development and implementation efforts have proceeded through the following major phases:

TEACHING AT INDIANA UNIVERSITY SOUTH BEND (IUSB)

AUGUST 1998 – JULY 2000

Associate Professor of Decision Sciences
Division of Business and Economics

Courses Taught at IUSB

P301: Operations Management (undergraduate)
D503: Production Management (MBA)

Involvement in Special Student Achievements at IUSB

- Mentored eight undergraduate research student teams for undergraduate research papers presentations (four papers presented at the Butler University Undergraduate Conference in Spring 1999 and four papers presented at the Indiana University Undergraduate Research Conference in Fall 1999).
- Mentored two research papers submitted to the IUSB Undergraduate Research Journal Omega in January 2000.
- Co-authored one research paper with Chris Adkison (MBA student) published in Mid-West Decision Sciences 2000 conference proceedings.

Supervised Student Field Research Projects at IUSB

I implemented an operations management field projects initiative in P301 and D503. A total of 130 projects were conducted in manufacturing and service firms primarily in Indiana and Michigan. The projects identified significant savings in the client organizations. Several projects' recommendations were implemented by client organizations, resulting in increased productivity, reduced costs, increased revenues, and increased customer satisfaction. The initiative enhanced students' understanding of the practical utility of operations management, improved IUSB's reputation for community involvement and outreach. I have published two research papers based on the projects initiative. In April 2002, I received the "Wickham Skinner Teaching Innovation Achievements Award" from the Production and Operations Management Society for these efforts.

The projects list is available upon request. There were 80 projects conducted in P301 and 50 projects conducted in D503.

TEACHING AT WESTERN MICHIGAN UNIVERSITY (WMU)

AUGUST 1992 TO MAY 1996 Assistant Professor (**Promoted** to Associate rank in 1996)
AUGUST 1996 TO JULY 1998 Associate Professor (**Tenured** in July 1998)
Department of Management, Western Michigan University
Haworth College of Business, Kalamazoo, Michigan

Courses Taught at WMU

MGMT 360 Quantitative Methods for Business Decisions (3 hours)
MGMT 463 Operations Management (3 hours)
MGMT 470 Production & Operations Simulation (3 hours)
MGMT 482 Technology Management (3 hours)
MGMT 664 Simulation (3 hours)
MGMT 661 Management Science (3 hours)
BUS 614 Operations and Technology Management (3 hours)

New Courses Developed at WMU

MGMT 470 Operations Simulation (developed and offered since Winter 1994)
MGMT 482 Technology Management (proposed in Winter 1994)
BUS 614 Operations and Technology Management (Helped in development of the course proposal in Fall 1995)
MGMT 680 Management of Innovation and Technology (proposed in Winter 1994; approved in Fall 1995)

Involvement in Special Student Achievements at WMU

Advisor to Gregory Fruehe for his simulation project in Fall 1994 (MGMT 664) entitled "Simulation of Flex-Vent Capacity Estimation (1995 - 2000) at Hastings Manufacturing". Greg received the Graduate Research Award from Department of Management and WMU.

Supervised Independent Study Projects at WMU

Supervised **thirty-one** Independent Research Projects of undergraduate and MBA students.

Graduate Thesis Committees at WMU

1. Singh, Sarabdeep (IE 697). Winter 1995 - Fall 1995. A simulation analysis of in-process sand losses in a foundry.

2. Lokesh Bassappa (IE 699). Winter 1993 - Winter 1994. Empirical investigation of TQM implementation in hospitals.
3. Kiran Vuppalapati (IE 699). Fall 1992 - Fall 1993. Empirical investigation of TQM implementation in JIT firms.

Applied Research Projects at WMU

Directed **thirty-nine** field projects in Simulation Courses (MGMT 664 and MGMT 470) in various manufacturing and service organizations in Michigan between Fall 1992 and Winter 1998.

TEACHING AT JACKSON STATE UNIVERSITY (JSU)

AUGUST 1990-JULY 1992 Assistant Professor (tenure-track, on ABD)
Department of Management and Marketing
Jackson State University
Jackson, Mississippi

Course Taught at JSU

MGMT 250: Introduction to Computers and Programming.
MGMT 333: Introduction to Production Management.

EXECUTIVE EDUCATION SEMINARS / WORKSHOPS

- Organized the Seminar entitled “Techniques for Improving Productivity (for small businesses)” in collaboration with Professor John Withey, Director of the IUSB Entrepreneurship Program on March 16, 1999. The seminar featured client managers from field projects conducted in my OM classes, and was well attended by students, faculty, area industry managers, and representatives from the regional Small Business Development Center.
- Made a presentation to IUSB’s Business and Economics Advisory Board entitled “Operations Improvement: Student Field Projects in Manufacturing and Service Firms” on December 11, 1998.
- Offered a workshop on “operations and customer service” in the Emerging Leader Program at the University of Dayton’s Center for Leadership and Executive Development on June 5, 2001.
- Offered a workshop on “operations and business process improvement” in the Emerging Leader Program at the University of Dayton’s Center for Leadership and Executive Development on September 24, 2004.

- Offered a workshop on “Lean and Six-Sigma in Supply Chain Management” at the Daniel Management Center Executive Education Program at the University of South Carolina on October 10-11, 2011.
- Co-led a workshop on “Strategic Supply Chain Management” for METSO executives at the Daniel Management Center Executive Education Program at the University of South Carolina on October 26, 2011 (along with Jack Jensen).
- Presented a keynote speech on “Lean Applicability to J.B. Hunt” at the Annual Sales Summit for JB Hunt at the Walton College of Business on August 1, 2013.

SERVICE

PROFESSIONAL SERVICE

Editorial Review Boards

Journal of Business Logistics (2012 onward: Associate Editor)
Production and Operations Management Journal (2003-2005).
Decision Sciences Journal (2004-2005).
Journal of Operations Management, Elsevier Publications (2002-2007).
Quality Management Journal (1999-2004; 2007 on).

Research Papers Reviewed for Journals

Management Science, Decision Sciences, Production and Operations Management, Journal of Operations Management, IEEE Transactions on Engineering Management, Naval Research Logistics Quarterly, International Journal of Quality & Reliability Management, International Journal of Quality Science.

Track Chair at Conferences

National Annual Conference, Production and Operations Management Society, May 2013.
National Annual Conference, Production and Operations Management Society, April 2005.
National Annual Conference, Decision Sciences Institute, November 2005.

Other Conference Services

Session Moderator for “Research Strategies” session for New Faculty Development Consortium at DSI Conference, November 2007, Phoenix, AZ.

Presentation on “Secrets to Professional Success” at Doctoral Students Consortium, DSI National Annual Meeting, 2006. San Antonio, Texas.

Session Chair, DSI National Annual Meeting. 2006. San Antonio, Texas.

Conference Submission Reviews

Decisions Sciences Institute National Meetings, Western Decision Sciences Institute, International Association of Business Disciplines, International Conference on Quality & Productivity Research.

Professional Society Memberships

Decision Sciences Institute, Production and Operations Management Society.

CONTRIBUTIONS TO USC-GSCOM PROGRAM SUCCESS

- **USC-GSCOM Program Development:** Key role in designing and launching the *USC undergraduate major in Global Supply Chain & Operations Management*; in executing the program with teaching multiple courses of the program; in promoting the program to students, employers, and corporations.
- **USC-GSCPM Center Expansion:** Key role in expanding the USC-Global Supply Chain & Process Management (USC-GSCPM) Center. Helped add major strategic partners including Carolinas Healthcare System, Colonial Life, Cummins, Eaton, Johnson & Johnson, Kaiser Aluminum, MeadWestvaco, Palmetto Health, Trane, and Walmart.
- **Sonoco-USC Lean Six Sigma Green Belt Champion:** Developed the Sonoco-USC Lean Six Sigma Green Belt Certification Initiative in collaboration with Sonoco Products Company. More than 200 undergraduate and more than 100 IMBA students have been certified since Fall 2007.
- **USC-GSCOM Program Promotion and Outreach:** Key role in disseminating the value proposition of the USC-GSCOM program to various constituencies, including future students (USC Parents Weekend; USC Incoming Scholar’s Weekend), student organizations, high-schools, current and potential employers, Center partner firms, and professional societies such as POMS and DSI. Conducting outreach discussions with hiring functional managers and HR managers of GSCOM employers in setting expectations on career opportunities and compensations for USC-GSCOM graduates.
- **USC-GSCOM Students Career Help:** Key role in developing career preparation initiatives for students, including Career Workshops and recruitment of major employers to

the program. Mentoring students for job search, interviews, negotiations, and on-the-job counseling.

- **Numerous Service Learning Projects through MGSC 485 (Business Process Management) in local and regional non-profit service organizations:** Several process improvement projects conducted in organizations such as Harvest Hope, Red Cross, and South Carolina Immigrants Violence Network.
- **National Awards Mentoring:**

Faculty Mentor, Katherine Beach, R. Gene Richer National Scholarship 2014 winner (awarded to top 10 undergraduate students in supply chain management) from the Council of Supply Chain Management Professionals (CSCMP).

Faculty Mentor, Mackenzie Mylod, R. Gene Richer National Scholarship 2013 winner

Faculty Mentor, Renata Blachut, R. Gene Richer National Scholarship 2012 winner

Faculty Mentor, Stephanie Bedard, R. Gene Richer National Scholarship 2011 winner

STUDENT RESEARCH MENTORING

Dissertation Committees – Management Science: Alex Mackelprang; Sam Formby

Dissertation Committees – Nursing: Tracy Fasolino

Faculty Mentor, Jason Sigmon. Magellan Scholar, 2013-14.

Faculty Co-mentor, Vivek Malhotra, Magellan Scholar, 2013-14.

FACULTY COMMITTEES

USC Faculty Senate, 2013-14.

Undergraduate Program Committee: 2008-09; 2009-10.

Dean's Advisory Committee on Tenure and Promotion: 2011-12; 2012-13.

SALIENT UNIVERSITY/COMMUNITY SERVICE AT UD

- **Program Development:** Key role in designing and launching the *UD undergraduate major in Operations Management*; in convening an Operations Management Advisory Council (OMAC) and brought on-board top-level executives from Fortune 500 firms (e.g.,

President and COO of Wendy's International) to serve on OMAC for supporting the major; and in coordinating the development of a state-of-the-art OM program CD and Video for program promotion. I also developed three of the four core courses of the program.

- **Integration:** Proposed a *model of integration* across junior-level business core courses for the UD-SBA Integrated Business Core (IBC) committee in Spring 2001; coordinating its implementation in OPS 301 and MKT 301.
- Course co-director for DSC 316 / OPS 301 (Production and Operations Management) at UD effective August 2000; and a member of the Integrated Business Core (IBC) committee of the School of Business Administration (since Fall 2000).
- Lead member of the design team for the UD Operations Management (OM) major. (Program development efforts detailed in the Teaching at UD section).
- Chair of the SBA UG Committee (2001-02 and 2002-03).
- Co-chair of the Department Faculty Recruitment Committees (2001-03).
- Member, University of Dayton Strategic Collaborative Research Committee (2003-04).
- Member, Stander Symposium and Scholars Convocation University of Dayton Steering Committee (2004-05).
- Member, Graduate Dean Search Committee (2004-05).

SALIENT UNIVERSITY/COMMUNITY SERVICE AT IUSB

- **IUSB Community Projects:** Directed a total of **one hundred and thirty** operations improvement projects during 1998-2000 in a wide range of manufacturing/service organizations in the Midwest. This included organizations such as auto suppliers and other manufacturing firms, hospitals, restaurants, airports, banks, and supermarkets.
- IUSB Senate Teaching Committee (1999-2000).
- IUSB University Center for Excellence in Teaching (UCET) Junior Faculty Orientation Panel (1999-2000).
- IUSB Division of Business and Economics Undergraduate Curriculum Committee (1998-99).

- Mentored eight undergraduate research student teams for undergraduate research papers presentations (four papers presented at the Butler University Undergraduate Conference in Spring 1999 and four papers presented at the Indiana University Undergraduate Research Conference in Fall 1999).
- Mentored two research papers submitted to the IUSB Undergraduate Research Journal Omega in January 2000 (one each by Heloisa Fragoso and Eleni Labaki)

SALIENT UNIVERSITY/COMMUNITY SERVICE AT WMU

- **WMU Community Projects:** Directed a total of **thirty-nine** operations improvement projects during 1992-98 in a wide range of manufacturing/service organizations in the Midwest. This included organizations such as auto suppliers and other manufacturing firms, hospitals, restaurants, airports, banks, and supermarkets.
- Reviewer: Eight Annual Conference on National Council on Undergraduate Research (NCUR) at WMU.
- Member: WMU University Library Committee, 1996-97.
- Member: WMU College of Business Mission Committee, 1996-97.
- Member: WMU Management Department Chair Screening Committee, 1995-96.
- Member: WMU Management Department Executive Committee, 1994-97.
- Member: WMU Management Department Budget Committee, 1993-94.
- Member: WMU Management Department Curriculum Committee, 1992-97.
- Undergraduate Advisor: WMU Management Department, 1992-97.