

**RAM NARASIMHAN**  
**JOHN H. MCCONNELL ENDOWED PROFESSOR**  
**UNIVERSITY DISTINGUISHED PROFESSOR**  
**MICHIGAN STATE UNIVERSITY**

**ADDRESS**            Department of Marketing & Supply Chain Management  
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**EDUCATION**

**Indian Institute of Technology, Mechanical Engineering, B.S. (1969)**

Emphasis: machine design, turbo machines and heat transfer. Thesis: "Atomization Using Hartmann Whistle."

**University of Minnesota, Industrial Engineering, M.S. (1971)**

Emphasis: mathematical programming and optimization, production planning and inventory control, and statistical quality control. Thesis: "Cumulative Sum Control Charts for Statistical Quality Control."

**University of Minnesota, Management Science, Ph.D. (1976)**

Major in Management Science, minors in Operations Management and Management Information Systems. Emphasis: applied statistics and econometrics, simulation, optimization, operations planning and control. Thesis: "An Investigation of Management Science as a Change Process and Implications for Implementation."

**Massachusetts Institute of Technology, System Dynamics Internship (1977-78)**

The internship at MIT was part of a large-scale research project funded by the Department of Labor, to investigate employment policies. The internship involved residence at MIT and working with the system dynamics group at MIT. Studies emphasized large scale, policy oriented simulation modeling using the system dynamics approach.

## ACADEMIC EMPLOYMENT

July 2006 – Present

**John H. McConnell Endowed Professor**, Michigan State University

Sept 1998 - Present

**University Distinguished Professor**, Michigan State University

Sept 1992- 1998

**Professor**, Department of Management and Department of Marketing & Supply Chain, Management, Michigan State University

Sept 1990-Sept 1992

**Professor**, Department of Management and **Director**, Center for International Business Education Research (CIBER), Michigan State University

July 1985-Sept 1991

**Professor and Chair**, Department of Management, Michigan State University

1984-1985 (June)

**Associate Professor and Acting Chair**, Department of Management, Michigan State University

1980-1984

**Associate Professor**, Department of Management, Michigan State University

1977-1980

**Assistant Professor**, Department of Management, Michigan State University

1976-1977

**Assistant Professor** (visiting), Department of Management Sciences, University of Minnesota

1974-1976

**Teaching Associate**, Department of Management Sciences, University of Minnesota.

1975

**Research Assistant**, Department of Management Sciences, University of Minnesota.

1971-1973

**Teaching Assistant**, Department of Management Sciences, University of Minnesota.

1971

**Research Assistant**, Department of Pediatrics, University of Minnesota.

## **INDUSTRIAL EMPLOYMENT**

1973-1974

Staff Industrial Engineer, Computer Manufacturing Division, Control Data Corporation. Responsibilities were in the areas of manpower planning, planning and control of computer manufacturing operations, capacity requirements planning and special projects. Served as Chairperson of the Management Systems User's Committee. Involved in the development of two major manufacturing information systems.

## **TEACHING**

### **Management Science**

- Decision Making Models (Graduate)
- Applied Stochastic Processes (Graduate)
- Stochastic Systems Simulation (Graduate)
- Policy Analysis-System Dynamics Simulation (Graduate)
- Advanced Stochastic Processes (Doctoral)
- Applications of Management Science (Doctoral)
- Decision Making Models-Executive MBA Program
- Design and Analysis of Experiments (Doctoral)
- Analytical Models in Operations Management Research (Doctoral)
- Advanced Analytical Models in Operations Management (Doctoral)
- Statistical Research Methods in OM (Doctoral)

### **Operations Management**

- Introduction to Operations Management (Undergraduate, Graduate)
- Topics in Operations Management (Undergraduate)
- Production Planning and Inventory Control (Graduate)
- Computer Integrated Manufacturing (Undergraduate)
- Advanced Operations Management (Graduate)
- Manufacturing Strategy (Doctoral)
- Total Quality Management (Graduate)
- Operations Strategy (Graduate)
- Project Management (Undergraduate)
- Manufacturing/Supply Chain Innovation (Graduate)

### **Management Information Systems**

- Management Information Systems Analysis and Design (Graduate)

Decision Support Systems (Graduate)  
Introduction to MIS (Graduate)

## DOCTORAL ADVISING

### Dissertation Chair

Wai-kin Law  
Walter Riley  
Aaron P Blossom  
Laura Birou  
Byung Sohn  
Joel Litchfield  
David Mendez  
K.C.Tan  
Ajay Das  
Jayanth Jayaram  
XinYan Wang  
Eric Jackson  
Soo Wook Kim  
Anand Nair  
  
Santosh Mahapatra  
  
Wen Ming Chung  
Bob Viswanathan  
Ravi Srinivasan  
  
Thomas Kull  
Myung-Kyo Kim

### Dissertation Area

Production/Logistics Planning  
Manufacturing Strategy  
Staff Scheduling  
Purchasing/Design Process  
Optimal Technology Acquisition  
Operations Scheduling  
Price-Quality Dynamics  
Operations Scheduling  
Supply Chain Management  
New Product Development Process  
Manufacturing Strategy  
Price-Quality Dynamics  
Dynamics: Buyer-Supplier Relationship  
Differential Game: Product Innovation in  
Supply Chains  
Optimal Sourcing Decisions under Price  
Uncertainty  
Essays in Supply Chain Contracts  
Risk Management in Outsourcing  
Supplier Opportunism in Strategic  
Outsourcing  
Organizational Culture and Quality  
Supply Networks and Performance

### Dissertation Committees

Arthur A. Rasher (Finance)  
Alton Coner (Management Science)  
Farouk Ben-Gazel (Management Science)  
David Ho (Operations Management)  
Eilif Somnez (Marketing)  
Kwong Chen (Marketing)  
Temyos Pandejong (Operations Management)  
David Gaiser (Agricultural Engineering)  
Sanjeev George (IE/Operations Research)  
Billur Askeniz (Marketing)  
Marian Oosterhuis (Operations Management)  
Frederik Zakhariason (Operations Management)

## **EXECUTIVE EDUCATION**

### **Executive MBA Program**

Taught the decision analysis course for 29 years (1977-2005)

### **Executive and In-house Presentations to over 250 firms on:**

- Project Management
- Management of Quality
- Strategic Planning
- Strategic Sourcing/Supply Chain Strategy

### **Executive Education Programs in Hungary, Poland and the Czech Republic (1991-1993)**

- Total Quality Management
- Operations Analysis and Process Improvement

### **Contemporary Management Issues Module (EMBA)**

- TQM
- Global Management Issues

### **Program in Integrated Management (PIM)**

- Total Quality Management

## **PROFESSIONAL AFFILIATIONS**

- Decision Sciences Institute (DSI)
- Academy of Management
- American Production & Inventory Control Society (APICS)
- Production and Operations Management Society (POMS)
- Institute of Supply Management (ISM)
- INFORMS

## **INTERNATIONAL BUSINESS RELATED ACTIVITIES**

### **Director of Research, MSU-CIBER, 1990-'92**

In my capacity as Director of Research I worked with faculty in the College of Business and others to stimulate research interest in international business issues. My role was that of a facilitator. Responsibilities included evaluation of research proposals, communication with faculty on CIBER and its research mission, deciding on award of research grants jointly with other directors of MSU-CIBER and contacts with external publics.

### **Pan-Pacific Conference, Member-Program Committee (1988-Present)**

Member - Program Committee for the Pan-Pacific Conference on Business, Economic and Technological Exchange, for the past 20 years. In addition, I have been an invited speaker, paper presenter, discussant, panelist and session chair and organizer of special sessions.

**Program Coordinator – MUCIA Executive Training Program in Operations Management, Hungary, Poland and Czechoslovakia, (1991-1993)**

Developed the operations management module for training executives and managers in Poland, Hungary and Czechoslovakia. Coordinated the planning for these training sessions with Indiana University, the lead MUCIA institution and local faculty. Offered several training sessions on site along with faculty from MUCIA universities.

**Program Director - Management Program in Sweden, Switzerland and Germany (1984-86)**

Developed and offered a course on "Comparative Manufacturing Management and International Business" under the auspices of MSU's Overseas Studies program. This overseas study course gave undergraduate students in Business (and others) an opportunity to learn first-hand, management practices in highly successful Swedish, Swiss and German multi-national corporations.

**Program Director - Overseas Study Program for Executive MBA students (1991-2006)**

I directed the international business and overseas study program for the Executive MBA students from 1991 to 2006. The EMBA group has visited Sweden, Norway, Denmark, Finland, Germany, Spain, Austria, Belgium, United Kingdom, Switzerland, France, Poland, Japan, China, Hong Kong, Korea and Singapore under my leadership.

**Travel**

I have traveled extensively over the past 25 years, including multiple trips to Sweden, Switzerland, Netherlands, Germany, Spain, Italy, Norway, Austria, Denmark, Hungary, Poland, Czech Republic, England, Korea, Japan, Hong Kong, Singapore, India, China, Taiwan, Thailand, Italy, Brazil, Mexico, New Zealand and Australia. These trips have included visits to multinational firms for research and data collection purposes, attendance at international conferences and visits to universities as invited speaker and presentations to executives.

## **Presentations and Participation in International Business Conferences and Symposia**

Perspectives in Supply Chain Driven Innovation, Keynote, IBeN, Kolding, Denmark 2012.

Conceptual theory development in Operations Management: Plenary session, European DSI conference, Wiesbaden, Germany, 2011

Quantitative versus Qualitative Research in Operations Management: Special panel session, EUROMA conference, Cambridge, U.K., 2011

Does SCM need a paradigm shift? – Keynote Speech, SUPRE, Rio de Janeiro, Brazil, June 2010

Emerging Trends in Supply management, Keynote Speech, IFPSM World Conference, Las Vegas, 2010

Emerging Management Models: Plenary Panel Session, Costa Rica, June 2008

Strategic Supply management: The Case of an Italian OEM, EUROMA, Groningen, Holland, 2008

Contemporary Research Issues in SCM: ISDSI Conference, New Delhi, India 2008

Supply Chain Risk Management – Invited Speaker and Chair, Pan pacific Conference, Dunedin, New Zealand 2007

Supply Chain Trends Conference, Invited Participant, IMD, Switzerland 2007

Relational Norms and Buyer-Supplier Relationships, Denmark 2007

Strategic Sourcing – Executive Forum organized by DILF, Denmark, March 2006.

Research Presentations: University of Southern Denmark, Alborg University and Aarhus University, Denmark 2006.

Executive Planning Committee Member, International DSI Conference, Barcelona, Spain July 2005.

Invited Speaker, Emerging Scholars Program, POMS – EUROMA Second World Conference, Emerging Scholars Program, Cancun, Mexico, 2004.

Program Committee Member, Pan Pacific International Conference (1988-present)

Member, Program Committee, EUROMA/POMS conference, Italy (2003)

Program Committee Member, International DSI Conference, Chihuahua, Mexico (2001)

Presenter, Program Committee Member, International POMS Conference, Guarujá, Brazil (2001)

Presenter and Session Chair, International POMS conference, Sevilla, Spain (2000)

Member, International Advisory Committee, International DSI Conference, Athens, Greece (1999)

Session Chair and Presenter, International DSI Conference, Athens, Greece (1999)

Session Chair and Presenter, International DSI Conference, Australia (1997)

Program Committee Member, International DSI Conference, Mexico (1995)

Pan Pacific Conference: Presenter, Panelist, Session Chair (1985-2004)

Participant, GMRG Conference, Hong Kong (1998)

Invited Presentation - IFORS conference, Vancouver, B.C., Canada (1996)

CIBER Directors Meeting, Academy of International Business, Toronto, (1990)

Panel Presenter, Internationalizing the Curriculum, December 1990

Panel Presenter and Moderator, "Barriers to internationalizing the curriculum"  
Aquinas College, Grand Rapids, March 1991.  
CIBER Directors Meeting, AACSB Conference, St. Louis, May 1991  
Presentation to Ball State University delegation on internationalizing the business curriculum (1991)

## **COMMITTEE ASSIGNMENTS**

### **University**

American Association for Higher Education, Ad hoc Advisory Committee  
American Council on Education (ACE) Fellows Selection Committee  
Lilly Foundation Fellows Selection Committee  
College Representative, ISP Deans Advisory Committee  
Honorary Degree Committee  
University Committee on Academic Integrity  
Editorial Board, ReCUR

### **College**

Chair, OSM Search Committee (2010-11, 2011-12)  
Member, College RPT Committee (2010-11)  
Search Committee - Director of Executive Programs  
Doctoral Programs Committee  
International Business Task Force  
Management of Information Systems Curriculum Committee  
Dean's Ad Hoc Committee - Engineering Management Program  
College Advisory Council  
College Strategic Planning Committee  
CQI-Placement Services Committee  
Committee to Review Professorships in College  
EMBA Endowment Fund Committee  
Search Committee – Hoagland-Metzler Chair in Purchasing

### **Department**

Area Head – Operations and Sourcing Management  
Numerous ad hoc and standing committees  
Doctoral program Director and advisor, Operations and Sourcing Management  
Search Committee OM position  
Prelim Committee

## **RESEARCH AND PUBLICATIONS**



## Articles under review

1. A. Done, M. Frohlich, R. Narasimhan and C. Voss, "A Multi-Country Study of Purchasing Competence across Manufacturing and Financial Services Contexts," *Production Operations Management Journal*.
2. T. Kull, C. Queenan & R. Narasimhan, "Sociotechnical System Theory: Consolidation and application to supplier integration," *Journal of Supply Chain Management*, 2011.
3. R. Narasimhan, M.K. Kim and T. Schoenherr, "Supplier Selection in the Private-Label Supply Chain: Exploratory Evidence from the South Korean Retail Sector," under review, *Journal of Business Logistics*, 2011
4. Z. Cheng and R. Narasimhan, "Managing Supplier Relationship Life-cycles under Uncertainty," *Decision Sciences*, 2011
5. S. Mahapatra, R. Narasimhan and S. Levental, "Price Uncertainty and Risk Averse Procurement: Comparison of Fixed, Recurrent, Minimum Quantity Governance Contract, and Open Market Sourcing," *European Journal of Operational Research*.
6. S. Mahapatra, A. Bisi, R. Narasimhan and S. Levental, "Integrated Contract and Market Procurement by Risk Averse Buying Firm, *Production Operations Management Journal*, 2011
7. W. Chung, S. Talluri and R. Narasimhan, "Quantity Flexibility Contract with Incentives," *Naval Research Logistics*, 2011.
8. Schoenherr, Tobias, Ram Narasimhan and Piyas Bandyopadhyay, "The Assurance of Product Safety in Supply Chains via Relational Networking: The Case of the Food Industry," *Decision Sciences Journal*.
9. Narasimhan, Ram, and Tobias Schoenherr. "The Progression of Competitive Capabilities: An Exploratory Study," *International Journal of Production Research*.
10. Narayanan, Sriram, Ram Narasimhan, and Tobias Schoenherr. "When is collaboration useful? A contingency perspective in strategic outsourcing," under first review at *Production and Operations Management Journal*.
11. Narayanan, Sriram and Ram Narasimhan "Contract choice, supplier characteristics and sourcing relationship performance" *Strategic Management Journal*.

## Refereed Publications

1. Ram Narasimhan, "Extending the Frontier of Operations Management Research: Growing a Mature Discipline," *Decision Sciences Journal*, 2012.

2. K. Choi, R. Narasimhan and S.W. Kim, "Adopting Postponement Strategy for International Transfer in Global Operations: A System Dynamics Examination," *Journal of Operations Management* 2012.
3. T. Kull, R. Narasimhan and R. Schroeder, "A Longitudinal Study on Sustaining the Benefits of a Quality Initiative through Cooperative Values: A Sociotechnical Perspective," *Decision Sciences*, in press, 2012
4. S. Mahapatra, A. Das, R. Narasimhan, "A Contingent Theory of Supplier Management Initiatives: Effects of Competitive Intensity and Product Life Cycle", *Journal of Operations Management* 2012.
5. Schoenherr, Tobias, and Ram Narasimhan. "The Impact of Operations Management Efficacy and Alignment on Financial and Market Performance: Extending the Theory of Production Competence," *International Journal of Production Research*, in press 2012.
6. S. Mahapatra, R. Pal and R., Narasimhan, Hybrid (re)manufacturing: manufacturing and operational implications. *International Journal of Production Research*, in press 2011.
7. W. Chung, S. Talluri, and R. Narasimhan, "Price Markdown Scheme in a Multi-Echelon Supply Chain", *European Journal of Operational Research*, in press, 2011.
8. R. Narasimhan and T. Schoenherr. "The Effects of Integrated Supply Management and Environmental Management Practices on Relative Competitive Quality Advantage," *International Journal of Production Research* (forthcoming).
9. Schoenherr, Tobias and R. Narasimhan, "The Impact of Operations Management Efficacy and Alignment on Financial and Market Performance: Extending the Theory of Production Competence," *International Journal of Production Research* (forthcoming).
10. T. Schoenherr, D. Power, R. Narasimhan and D. Samson, "Competitive Capabilities among Manufacturing Plants in Developing, Emerging, and Industrialized Countries: A Comparative Analysis," *Decision Sciences*, Vol. 43, No.1, pp. 37-71, 2012.
11. T. Schoenherr, S.B.Modi, W.C. Benton, C.R.Carter, T.Y.Choi, P.D.Larson, M.R.Leenders, V.A.Mabert, R. Narasimhan and S.M.Wagner, "Research Opportunities in Purchasing and Supply Management," in press, *International Journal of Production Research*, 2012.
12. A. Nair, R. Narasimhan and T.Y. Choi, ""Supply Networks as a Complex Adaptive System: Toward Simulation-Based Theory Building on Evolutionary Decision Making", *Decision Sciences*, Vol. 40, No. 4, pp. 783-815, 2011.

13. R. Narasimhan, T. Kull and A. Nahm, "Alternative Relationships among Integrative Beliefs, Time-Based Manufacturing and Performance," *International Journal of Operations and Production Management*, Vol. 32, No. 4, 2012.
14. Narasimhan, Ram, J. Sandor, and Tobias Schoenherr. "A Real-World Take on Transformation," *Supply Chain Management Review*, Vol. 15, March/April, 2011, pp. 22-29.
15. Eric Jackson and Ram Narasimhan, "A Dynamic Pricing Game Investigating the Interaction of Price and Quality on Sales Response," *The Journal of Business & Economics Research*, Vol. 8, No. 9, 2011.
16. T. Kull and R. Narasimhan, "Quality Management and Cultural Values: Investigation of Multi-level Influences on Workgroup Performance," *Decision Sciences*, Vol. 41, No. 1, pp. 81-113, 2010.
17. W. Chung, S. Talluri and R. Narasimhan, "Flexibility or Cost Savings: Sourcing Decisions with two Suppliers," *Decision Sciences*, Vol. 41, No. 3, pp. 625-650, 2010.
18. S. Talluri, R. Narasimhan and W. Chung, "Manufacturer Cooperation and Supplier Development under Risk," *European Journal of Operational Research*, Vol. 207, No. 1, pp. 165-173, 2010.
19. R. Narasimhan, M. Swink and S. Viswanathan, "On Decisions for Integration Implementation: An Examination of Complementarities between Product-Process Technology Integration and Supply Chain Integration" *Decision Sciences*, Vol. 41, No. 2, pp. 197-227, 2010.
20. A. Nair, R. Narasimhan, R., E. Bendoly, "Co-opetitive Buyer-Supplier Relationship: An Investigation of Bargaining Power, Relational Context and Investment Strategies," *Decision Sciences*, Vol. 41, No.1, pp. 93-127, 2010.
21. S. Mahapatra, R. Narasimhan and P. Barbieri, "Strategic Interdependence, Governance Effectiveness and Supplier Performance: A Case Study Investigation and Theory Development," *Journal of Operations Management*, Vol. 28, No. 6, pp. 537-552, 2010.
22. R. Narasimhan, J. Sandor (Eds.), *Leadership and Strategic Change: Pathways to Organizational Transformation*, Monograph, Broad Graduate School of Management, Michigan State University, East Lansing, MI, 2010.
23. R. Narasimhan, S. Narayanan and R. Srinivasan, "Explicating the Mediating Role of Integrative Supply Management Practices in Strategic Outsourcing: A Case Study Analysis," *International Journal of Production Research*, vol. 48, no.2, p. 379-404, 2010.

24. R. Narasimhan, A. Nair, D. Griffith and J. Arlbjorn, E. Bendoly, "Lockin situations in supply chains: social exchange theoretic study of sourcing arrangements in power-based buyer-supplier relationship," *Journal of Operations Management*, Vol. 27, No. 5, pp. 374-389, 2009.
25. R. Narasimhan and S. Talluri, "Perspectives on Risk Management in Supply Chains", *Journal of Operations Management*, vol. 27, no. 2, pp. 114-118, 2009.
26. A. Nair, R. Narasimhan, and T. Choi, "Supply Networks as a Complex Adaptive System: Toward Simulation-Based Theory Building on Evolutionary Decision Making," *Decision Sciences*, 40(4), pp. 783-815, 2009.
27. R. Narasimhan and S. Narayanan, "In Search of Outsourcing Excellence," *Supply Chain Management Review*, March 2009, pp. 36-42.
28. R. Narasimhan, S.W. Kim and K.C.Tan, "An Empirical Investigation of Supply Chain Typologies and their relationship to Performance," *International Journal of Production Research*, Vol. 46, No. 18, pp. 5231- 5259, 2008.
29. R. Narasimhan, S. Mahapatra and Jan Arlbjorn, "Impact of Relational Norms, Supplier Development and Trust on Supplier Performance," *Operations Management Research*, Vol. 1, No. 1, pp. 24-30, 2008.
30. R. Narasimhan, S. Talluri, and S. Mahapatra, "Effective Response to RFQs and Supplier Development: A Seller's Perspective," *International Journal of Production Economics*, Vol. 115, No. 2, pp. 461-470, 2008.
31. D. Mendez and R. Narasimhan, "Dynamic Interactions among Price, Quality, Durability and the Sales Rate in a Steady State Environment: A Theoretical Analysis," *Mathematical and Computer Modeling*, Vol. 44, No. 1-2, pp. 49-64, 2006.
32. S. Talluri, R. Narasimhan and S. Viswanathan, "Information Technologies for Procurement Decisions: A Decision Support System for Multi-Attribute E-Reverse Auctions," *International Journal of Production Research*, 45(11), 2615-2628, 2007.
33. F. Montabon, R. Sroufe and R. Narasimhan, "An Examination of Corporate Reporting, Environmental Management Practices and Firm Performance," *Journal of Operations Management*, Vol. 25, No. 5, pp. 998-1014, 2007.
34. R. Narasimhan, "Relational Norms, Supplier Development and Trust: Framework for Supplier management" (Swedish Title: Relationalnormer, leverantorsutveckling och tillit: framgångsfaktorer med leverantörer), *Produktionsstrategi*, 3(4), December 2007 (Invited Paper)

35. M. Swink, R. Narasimhan and S. Kim, "Linking Practice to Performance: Empirical study of High Performing Manufacturing Plants," *Production Inventory Management Journal* 2007, 44, VI-1-9.
36. J. Jayaram and R. Narasimhan, "The Influence of New Product Development Competitive Capabilities on Project Performance," *IEEE Transactions on Engineering Management*, Vol. 54, No. 2, pp. 241-256, May 2007.
37. Swink, M., R. Narasimhan, and X. Wang, "Managing Beyond the Factory Walls: Effects of Four Types of Strategic Integration on Manufacturing Plant Performance," *Journal of Operations Management*, 2007, 25(1), 148-164.
38. K.C. Tan, V. Kannan and R. Narasimhan, "The Impact of Operations Capability on Firm Performance," *International Journal of Production Research*, Vol. 45, No. 21, November 2007, pp. 5135-5156.
39. R. Narasimhan, S. Talluri and S. Mahapatra, "Multiproduct, Multivariate Model for Supplier Selection with Product Lifecycle Considerations," *Decision Sciences*, 37-4, pp. 577-604, 2006.
40. Ram Narasimhan, S. Talluri and S. Mahapatra, "Multi Product, Multi-Criteria Model for Supplier Selection with Product Life Cycle Considerations," *Decision Sciences*, Vol. 37, No. 4, pp.577-603, 2006.
41. R. Narasimhan, M. Swink and S. W. Kim, "Disentangling Leanness and Agility: An Empirical Investigation," *Journal of Operations Management*, 24 (2006) pp. 440-457.
42. A. Das, R. Narasimhan and S. Talluri, "Supplier Integration – Finding an Optimal Configuration," *Journal of Operations Management*, vol. 24, no. 5, pp. 563-582, 2006.
43. S. Talluri, W. Chung and R. Narasimhan, "An Optimization Model for Phased Supplier Integration into E-Procurement Systems", *IIE Transactions*, vol. 38, no. 5, pp. 389-399, 2006 (Lead Article)- (The contribution of this paper to capital investment decisions is highlighted in *Industrial Engineer*, May, p. 52, 2006
44. A. Nair and R. Narasimhan, "Dynamics of Competing with Quality and Advertising Based Goodwill," *European Journal of Operational Research*, 175(1), 462-474, 2006.
45. R. Narasimhan and A. Nair, "The Antecedent Role of Quality, Information Sharing and Supply Chain Proximity on Strategic Alliance Formation and Performance" *International Journal of Production Economics*, 96 (2005) pp. 301-313.

46. S. Talluri, R. Narasimhan and A. Nair, "Vendor Performance with Supply Risk: A Chance-Constrained DEA Approach", *International Journal of Production Economics*, vol. 100, no. 2, pp. 212-222, 2005.
47. R. Narasimhan, M. Swink and Soo-Wook Kim, "An Exploratory Study of Manufacturing Practices – Performance Interrelationships: Implications for Capability Progression," *International Journal of Operations and Production Management*, 25(10), 2005, 1013-1033.
48. M. Swink, R. Narasimhan and Soo-Wook Kim, "Manufacturing Practices and Strategy Integration: Effects on Cost Efficiency, flexibility and Market Based Performance," *Decision Sciences*, 36(3), 2005, 427-458.
49. R. Narasimhan, S. Talluri, J. Sarkis and A. Ross, "Efficient Service Delivery Network Design in Government Services," *Journal of Operations Management*, Vol.23, No. 2, February 2005, pp. 161-178.
50. S. Talluri and R. Narasimhan, "A Methodology for Supply Base Optimization," *IEEE Transactions on Engineering Management*, Vol. 52, No. 1, February 2005, pp. 130-139.
51. R. Narasimhan and A. Nair, "The Antecedent Role of Quality, Information Sharing and Supply Chain Proximity on Strategic Alliance Formation and Performance," *International Journal of Production Economics*, Vol. 96, No. 3: pp. 301-313.
52. K.C.Tan, V.R. Kannan, J. Jayaram and R. Narasimhan, "Acquisition of Operations Capability: A Model and Test across US and European Firms," *International Journal of Production Research*, 42-4 (2004), pp. 833-851.
53. Srinivas Talluri and Ram Narasimhan, "A Methodology for Strategic Sourcing," *European Journal of Operational Research*, vol. 154, no. 1, pp. 236-250, 2004. (This paper is in top 15 **most requested papers published in EJOR** from April 2002-2004, Rank 15).
54. R. Narasimhan, S. Talluri and A. Das, "Exploring Flexibility and Execution Competencies of Manufacturing Firms," *Journal of Operations Management*, Vol. 22 (2004), pp. 91-106.
55. Srinivas Talluri and Ram Narasimhan, "Vendor Evaluation with Performance Variability: A Max-Min Approach," *European Journal of Operational Research*, 146 (2003), pp. 543-552.
56. R. Narasimhan, S. Talluri and A. Ross, *Evaluating E-Procurement Solutions*, ISBN 0-945968-58-2, **CAPS Research**, Tempe, AZ (2003).

57. R. Sroufe, F. Montabon, R. Narasimhan and X. Wang, "Environmental Management Practices: A Framework," *Greener Management International*, No. 40, winter (2002), pp. 23-44.
58. R. Narasimhan and Soo Wook Kim, "Information System Utilization in Supply Chain Integration Efforts," *International Journal of Production Research*, Vol. 40, No. 18, 2002, pp. 4855-4609.
59. R. Narasimhan and S. Mahapatra, "Decision Models in Global Supply Chain Management," *Industrial Marketing Management*, Vol. 33, (2004), pp. 21-27.
60. R. Narasimhan and S. Kim, "Effect of Supply Chain Integration on the relationship between diversification and performance: Evidence from Japanese and Korean firms," *Journal of Operations Management*, 20 (2002) pp. 303-323.
61. R. Narasimhan and D. Mendez, "Examining Market Oriented Aspects of Cost of Quality," *IEEE Transactions on Engineering Management*, Vol. 49, No.2, pp. 131-140 (2002).
62. A. Das and R. Narasimhan, "Process-Technology Fit and Its Implications for Manufacturing Performance," *Journal of Operations Management*, Vol. 19, No.5, pp. 521-540.
63. R. Narasimhan, S. Talluri and D. Mendez, "Supplier Evaluation and Rationalization via Data Envelopment Analysis: An Empirical Examination," *Journal of Supply Chain Management*, Vol. 37, No.3, pp. 28-37 (2001)
64. R. Narasimhan and S. Kim, "Information Utilization Strategy for Supply Chain Integration," *Journal of Business Logistics*, Vol. 22, No. 2, pp. 51-76 (2001)
65. R. Narasimhan and A. Das, "An Empirical Investigation of Purchasing Integration and its Impact on Manufacturing Performance," *Journal of Operations Management*, Vol. 19, No. 5, pp. 593-610 (2001)
66. R. Narasimhan, J. Jayaram and J. R. Carter, "An Empirical Examination of Underlying Dimensions of Purchasing Competence," *Production Operations Management Journal*, Vol. 10, No. 1 (2001)
67. R. Narasimhan and D. Mendez, "Strategic Aspects of Quality: A Theoretical Analysis," *Production Operations Management Journal*, Vol. 10, No. 4, pp. 514-526 (2001)
68. M. Swink and R. Narasimhan, "Core Manufacturing Capabilities and Their Effects on Performance: A Study of 'America's Best'," *What Really Matters in Operations Management*, Edited by Kate Blackmon et al, Volume 1, pp. 156-167, EUROMA, Bath (2001)

69. K. C. Tan, R. Narasimhan, P. A. Rubin and G. Ragatz, "A Comparison of four methods for minimizing total tardiness on a single-processor with sequence dependent set up times," **OMEGA: International Journal of Management Science**, Vol. 28, pp. 313-326.
70. R. Narasimhan and Ajay Das, "An Empirical Examination of Sourcing's Role in Developing Manufacturing Flexibilities," **International Journal of Production Research**, 38(4), 2000, pp. 875-893.
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97. J. R. Carter and R. Narasimhan, "The Role of Materials Management in TQM and Customer Satisfaction," *International Journal of Purchasing and Materials Management*, Vol.30, No.9, pp. 2-13 (1994).
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99. J. R. Carter and R. Narasimhan, *Purchasing and Materials Management's Role in Total Quality Management and Customer Satisfaction*, Research Monograph, Center for Advanced Purchasing Studies (CAPS), Tempe, Arizona (1993).
100. C. Ho., R. Narasimhan, S. A. Melnyk and P. L. Carter., "Research Framework for Investigating the Effectiveness of Dampening Procedures for MRP Systems Nervousness," *International Journal of Operations & Production Management*, Vol. 12, No. 6, pp. 30-43, (1992).
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113. R. Narasimhan, "A geometric averaging procedure for constructing super-transitive approximation to binary comparison matrices," ***Fuzzy Sets and Systems***, Vol. 8, No. 1 (1982).
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## Refereed (selected) Proceedings Papers

- P. Barbieri, S. Mahapatra and R. Narasimhan, "Strategic Supplier Management: The Case of an Italian OEM," Proceedings: EUROMA conference, University of Groningen, Groningen, Netherlands, June 2008.
- R. Narasimhan, S. Talluri and S. Mahapatra, "Evaluating Multi-Factor Bids for Agile Supply base Configuration," *Proceedings: National Conference of the Decision Sciences Institute*, Washington, D.C., November 2003.

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F. Montabon, R. Srouffe, R. Narasimhan and Xinyan Wang, "An Examination of the Relationship Between Environmental Practices and Firm Performance," *Proceedings: 33<sup>rd</sup> DSI National Conference*, San Diego, CA (November 2002) **Received the best paper award sponsored by Lucent Technologies and Decision Sciences Institute.**

S. Talluri and R. Narasimhan, "The use of Efficient Marginal Costs in Purchasing Decisions," *Proceedings: International Conference of the Decision Sciences Institute*, Chihuahua, Mexico, July (2001)

R. Sroufe, F. Montabon, R. Narasimhan and X. Wang, "A framework for Corporate Environmental Management and its Application for Enhancing Environmental Management," *Proceedings: National Conference of the Decision Sciences Institute*, San Francisco, November (2001). **Received the best paper award sponsored by Lucent Technologies and the Decision Sciences Institute.**

J. Jayaram and R. Narasimhan, "The Direct and Synergistic Influence of New Product development Competitive Priorities on Project performance," *Proceedings: DSI National Conference*, Orlando, FL (2000)

A. Das and R. Narasimhan, "Process-Technology Fit and its Implications for Manufacturing Performance," *Proceedings: National Conference of the Decision Sciences Institute*, New Orleans, LA (1999).

X. Wang and R. Narasimhan, "The Impact of Information Systems and Advanced Manufacturing Programs on Manufacturing Performance and Competitive Advantage," *Proceedings: National Conference of the Decision Sciences Institute*, New Orleans, 1999.

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Sohn, B., Narasimhan, R. and J. Carter (1993) Role of Purchasing in TQM and Customer Satisfaction: An Empirical Study, *Proceedings: Decision Sciences Institute*, 25th Annual Meeting.

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R. Narasimhan and XinYan Wang, "A Re-examination of Measuring the Congruence Between Market Requirements and Manufacturing: A Methodology and Illustration," *Proceedings: Mid-West Decision Sciences Institute Conference*, Lincoln, Nebraska, 1998.

R. Narasimhan and David Mendez, "A Methodology for Benchmarking Cost of Quality for Durable Goods Manufacturer," *Proceedings: National Conference of the Decision Sciences Institute*, San Diego, CA, 1997.

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R. Narasimhan, D. Mendez and S. Ghosh, "Optimal pricing for durable goods in the presence of quality improvements," *Proceedings: National DSI Conference*, Hawaii.

R. Narasimhan and K. C. Tan, "An application of Artificial Neural Networks in Scheduling with Sequence Dependent Set-up times," *Proceedings: Pan Pacific International Conference*, Bangkok, Thailand (June 1994)

J.R. Carter and R. Narasimhan, "Purchasing Futures--An Empirical Investigation," *Proceedings: NAPM Academic Conference*, Washington D.C., 1994.

Laura Birou, R. Narasimhan, S. A. Melnyk and S. Fawcett, "The Role of Supply Management in the Design for Manufacturability," *Proceedings: DSI National Conference*, Washington D.C., 1993.

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B. Sohn, R. Narasimhan and J. R. Carter, "An Empirical Investigation of Purchasing's Role in TQM/Customer Satisfaction Preliminary Results," *Proceedings: DSI National Conference*, Washington D.C., 1993

D. Mendez, S. Ghosh and R. Narasimhan, "Joint determination of Optimal price and quality policies," *Proceedings: National DSI Conference*, San Francisco, November 1992.

R. Narasimhan, "Cost-Quality tradeoffs in Nursing Homes, An Empirical Study," *Proceedings: National Conference of the Production Operations Management Society*, Orlando, Florida; October 1992.

R. Narasimhan and H. Kim, "Forecasting Sales of a family of parts: Application of Kalman Filters," *Proceedings: National DSI Conference*, San Francisco, November 1992.

R. Narasimhan and J. Litchfield, "Integrating Strategic Manufacturing and Marketing Considerations-A Methodology" *Proceedings: APICS World Class Manufacturing Solutions Conference*, Detroit (May 1992).

R. Narasimhan, S. Ghosh and D. Mendez, "A Dynamic model of Quality, Durability and Price effects on Sales Volume," *Proceedings DSI National Conference*, Miami Beach (October 1991).

L. Ghosh and R. Narasimhan, "The Design for Manufacturability: An Assessment of Research Opportunities," *Proceedings: DSI National Conference*, Miami Beach, Florida, November, 1991.

R. Narasimhan and J. Litchfield, "Assessing Strategic Fit Through Product Profiling" An Extension and Enhancement," *Proceedings: 1991 Midwest DSI Conference*, Indianapolis, May 1991.

S.A. Melnyk, R. Narasimhan, R. Smith, "Computer Integrated Manufacturing: Do You Have The Right Type?" *Proceedings, APICS Nationals Conference*, New Orleans, October 1990.

R. Narasimhan, S. Ghosh, and P. Blossom, "Integrating Quality Decisions with Marketing and Manufacturing Strategies Via Structural Models," *Proceedings: National DSI Conference Proceedings*, New Orleans, VA.

S.A. Melnyk and R. Narasimhan, "The Principles of Successful CIM Implementation," *Proceedings of the International Conference of the American Production and Inventory Control Society*, Las Vegas, NV, October 17-11, 1988.

R. Narasimhan and S.A. Melnyk, "Strategy, Integration and Simplification: The Keys to the Successful Implementation of CIM," *Proceedings of the 1988 Pan-Pacific Conference*, Singapore, May 1988.

S.A. Melnyk and R. Narasimhan, "Successful Implementation of CIM: Principles and Practices," *Proceedings of the APICS Conference*, Dallas Texas, April 1988.

S.A. Melnyk and R. Narasimhan, "Computer Integrated Manufacturing: Empirical Principles," *Proceedings: Second International Conference in Expert Systems and the Leading Edge in Production Planning and Control*, May 1988, Charleston, South Carolina.

R. Narasimhan, S. Ghosh and P.A. Blossom, "Strategic Aspects of Product Quality: A Policy Simulation," *Proceedings: Midwest DSI Conference*, May 1988, Louisville, Kentucky.

R. Narasimhan and W.J. Riley, "Defining Indicators of Nursing Home Quality: Analytic Hierarchic Process in a Focus Group Setting," *Proceedings of the Midwest DSI conference*, Toledo, 1987.

R. Narasimhan and R.F. Gonzalez, "Global Competitiveness: Earning it the old fashioned way," *Proceedings of the Pan-Pacific Conference*, Taipei, Taiwan 1987.

R. Narasimhan, A. Hogan, P. Shaheen and A. Doughty, "Evaluating Nursing Home Quality and Policy Development for Improving Quality," *Proceedings: American Public Health Association*, National Conference, Chicago, 1987.

J. Carter, R. Monczka, R.Narasimhan, and S.Vickery, "International Purchasing: A Research Agenda for the 1980s and Beyond," *Proceedings: National DSI Conference*, Hawaii, 1986.

R. Narasimhan, P. A. Rubin, and S. A. Melnyk, "Analyzing Simulation Output Using Time Series Intervention Analysis," *Proceedings: National AIDS Conference*, Las Vegas (1985).

R. Narasimhan, "Goal Programming: Past, Present and Future," *Proceedings of the 1985 Midwest Decision Sciences Institute Conference*, Lincoln, Nebraska.

R. Narasimhan and J. F. Wood, "An Application of the Analytic Hierarchic Process for a Site Selection Decision," *Proceedings: National AIDS Conference*, Toronto, 1984.



R. Narasimhan, "An application of multi-attribute utility theory to a capacity expansion problem in the utility industry," *Proceedings, National AIDS Conference, San Antonio*, 1983.

R. Narasimhan, "Aggregating uncertain expert opinion in multi-criteria decision problems," *Proceedings: Twelfth Annual Conference of the American Institute of Decision Sciences*, Boston (1981).

R. Narasimhan, "Aggregating expert evaluations: Comparison of two composite methods," *Proceedings: Eleventh Annual Conference of American Institute of Decision Sciences*, Las Vegas (1980).

R. Narasimhan and J. K. White, "Manpower planning: A case study in the application of system dynamics," *Proceedings: Eleventh Annual Conference of American Institute of Decision Sciences*, Las Vegas (1980).

R. Narasimhan, "Modeling and simulating the dynamic interactions of qualitative variables," *Proceedings: Eleventh Annual Conference of American Institute of Decision Sciences* (1979).

J. K. White and R. Narasimhan, "Impact of employment tax credits--a system dynamics analysis," *Proceedings: Summer Simulation Conference*, Toronto (1979).

R. Narasimhan, "A simulation analysis of timeliness and accuracy of information on system performance," *Proceedings: Tenth Annual Conference of American Institute of Decision Sciences* (1978).

J. C. Anderson and R. Narasimhan, "Towards an approach to utilizing theories of implementation of MS/OR," *Proceedings: Ninth Annual Conference of American Institute of Decision Sciences* (1977).

## **FELLOWSHIPS, HONORS**

**Distinguished OM Scholar Award**, Academy of Management (2009)

**Distinguished Faculty Award**, in recognition of outstanding Contributions to the Intellectual Environment of Michigan State University, 2006.

**Fellow**, Decision Sciences Institute

**Fellow**, Pan Pacific Business and Economic Research Association.

**Editor-in –Chief (Emeritus)**, *Decision Sciences Journal*

**Senior Editor**, *Production Operations Management Journal*

**Associate Editor**, *Journal of Operations Management*

**Associate Editor**, *Quality Management Journal*

**Area Editor**, *Production Operations Management Journal*

**Associate Editor**, *International Journal of Process Management and Benchmarking*

**Editorial Board**, *Journal of Supply Chain Management*

**CIC Academic Leadership Fellow**, One of six fellows selected by the University to participate in the CIC Academic Leadership Fellows Program for individuals showing "exceptional promise in administration and academic leadership."

**Distinguished Service Award**, Mid-West Decision Sciences Institute (1993).

**Distinguished Service Award**, Academy of Management P/OM Division (1990)

**Dissertation Chair, Best Dissertation** (Student: Anand Nair), **Elwood Buffa Dissertation Competition**, Decision Sciences Institute, 2004.

### **Visiting Scholar**

European Business School, Germany (2010)

University of Groningen, Netherlands (2009)

University of South Carolina, South Carolina (2009)

University of Houston, Houston, Texas (2008)

University of Bologna, Italy (2007, 2008)

Clarkson University, Potsdam, N.Y. (2008)

Seoul National University, Korea (2008, 2010)

Institute of Management Technology (IMT), Ghaziabad, India (2008)

Arhus University, Denmark (2007)

Aalborg University, Denmark (2006)

University of Southern Denmark (2006, 2008, 2010)

Institute of Finance and Management Research (IFMR), India (2006)

Indiana University (2000)

University of Minnesota (2001)

University of Kentucky (1999)

University of Southern Denmark (1999)

University of Nevada (1999)

University of North Carolina, Chapel Hill (1998)

Arizona State University (1998)

Yonsei University, Seoul, Korea (1998)  
University of Otago, Dunedin, New Zealand (1997)  
St. Andrews University, Osaka, Japan (1996)  
Chinese University of Hong Kong (1995)

## RESEARCH GRANTS

Co- Principal Investigator: An Examination of World Class Manufacturing and Linkages to Operations Strategy – Project Funded by Michigan State University and, sponsored by *Industry Week* (1999-2000)

Co-principal Investigator: Environmental Audits and Supply Chain Management - Project funded by the Center for Advanced Purchasing Studies (CAPS), 1996-97.

Co-principal Investigator: Purchasing Futures Research: Project funded by the Center for Advanced Purchasing Studies (CAPS). An Empirical Investigation of the Strategic Role and Importance of Supply Management (1994-95)

Principal Investigator: An Investigation of Factors Affecting Product and Process Innovations and their Relationship to Corporate Strategy. Project funded by Michigan State University - Center for International Business Research (CIBER).

Co-principal Investigator: Multinational Corporate Restructuring and the International Competitiveness of U.S. Service Industries. Project funded by Michigan State University - Center for International Business Research (CIBER) (with Prof. Bagchi-Sen, Department of Geography).

Co-principal Investigator: The Role of Suppliers in Enhancing Product Quality and Customer Satisfaction. Project funded by Center for Advanced Purchasing Studies (CAPS), Tempe, Arizona (with Professor Joseph Carter, Department of Purchasing and Transportation Administration, Arizona State University).

Co-principal Investigator: Planning, Implementing and Managing Computer Integrated Manufacturing: principles, practices and research needs. Project funded by American Production Inventory Control Society (APICS) 1987-88.

Co-principal Investigator: Michigan Manpower Dynamics research - a large socio-economic modeling effort using the system dynamics approach to examine manpower policies for the State of Michigan, Project funded by the Department of Labor, 1977-1979.

Co-principal Investigator: Prospective rate setting and its impact on cost increase for hospitals. The research effort concerned the development of a decision support system for the rate administrator for Minnesota hospitals. Grant awarded by the Department of Health, State of Minnesota, 1976.

Fellowship (Purchasing Development Fund): To construct a System Dynamics Simulation model to examine purchasing policies, 1983-84.

Co-principal Investigator: Planning models for long-range planning of city operations for the Office of the Mayor of Lansing. Project funded by the U.S. Department of Commerce through the Institute for Urban Affairs, Michigan State University, 1984.

Co-principal Investigator: Defining, measuring and managing quality of care in Nursing homes. Project funded by Blue Cross-Blue Shield of Michigan through the Department of Public Health, State of Michigan and OMERAD, Michigan State University, 1986-87.

## **CONSULTING**

Rolls Royce

Supply Network and Organizational Redesign, 2007

Agilent Technologies

Supply Chain – Order Fulfillment strategy, 2005-2006

Assigned Claims Facility

Standardized Reimbursement, Statistical Analysis, 2005-2006

Lear Corporation

Supply Chain Configuration Decision Model, 2004

Lego

Supply Chain Strategy Audit, 2004

SAP

Supplier Relations Management, 2003

Post, Denmark

Strategic Integration in SCM, 2002

Department of State

Assigned Claims Facility, 2001

Worthington Industries/Thyssen Steel

Strategic Planning, 2000

Department of State

Re-engineering, Purchasing Division 1999, 2000

Department of Management and Budget

Reengineering Bureau of Administrative Services, 1999

Eagle Ottawa Leather Company  
Project Management, 1997, 1998, 1999

Taylor Welded Blanks  
Strategic Operations Planning 1997, 1998

Department of State  
Reengineering Branch Offices, 1996, 1997

Ermanco  
Project Management, 1996

Amway  
Project Management, 1996

Budd Plastics  
Project Management, 1996

Allied Signal (Aerospace Division)  
Project Management, 1996

Flagstar Bank  
Performance evaluation using DEA, 1996

Department of Management and Budget  
Business Process Re-engineering, 1996

Lionel Trains  
Project Management, 1995, 1994

Budd Company  
Project Management, 1995

Department of State  
Re-engineering Project, 1995

Humphrey Products  
Project Management, 1995

Northern Telecom (Nortel)  
Supply-base Rationalization, 1994 and 1995

Quaker Oats

Supply Chain Management, 1994

Department of State

Performance evaluation and Planning model for branch offices, 1994

Department of Corrections

Hospital Scheduling and Quality Improvement, 1994

Specialized Pharmacy Services, McKesson

Consultant on a vehicle routing problem, 1993

Department of Public Health

Consultant: Evaluation of Michigan's Triplicate

Prescription Program, leading to testimony before House Subcommittee on substance abuse, 1992-93

Department of Corrections

Consultant in a Quality Improvement Project at Duane Waters Hospital, 1993.

Blue Care Network-Health Central

Consultant-Strategic Planning, 1991-92

Merillat Industries

Consultant in the development of a Decision Support System for Sales Analysis (1990-91)

UpJohn Company

Consultant in evaluating comparative efficiency and effectiveness of two alternatives for implementing multiple copy prescription program. (1991)

Department of Licensing and Regulation

Consultant in the evaluation of Triplicate Prescription Program evaluation research. (1990-91)

Litton - Lamb Technicon Division

Consultant in Project Management. (1991)

Diversey - Wyandotte Corporation

Consultant - Project Management (1989)

General Motors Corporation

Consultant in the development of a large scale computer model aimed at consolidation of routes for GM's out-bound logistics operations (1986-88).

Michigan Consolidated Gas Company

Consultant in the development of a statistical forecasting model for predicting "charge-offs." (1987-88).

Merrilat Industries

Consultant in the development of a forecasting system for production planning (1988-89)

Bay Radiological Consultants

Consultant in the development of a strategic business plan (1988)

Blue Care Network of Michigan

Consultant in the development of a strategic business plan (1988)

Michigan National Bank

Consultant - Project Management (1988)

Department of Licensing and Regulation

Senior consultant in the design of evaluation of Triplicate-Prescription Program (1988-89)

Clipper Belt Lacer Company

Consultant in the reorganization of the materials management function, and in the development of manufacturing and planning control systems (1987).

Marshall Fields

Consultant in the development of a decision support system for planning retail inventories and merchandizing (1988).

Office of the Racing Commissioner

Principal consultant in the design and development of a microcomputer based licensing system (1987-88).

Lansing Chamber of Commerce

Principal consultant in the development of strategic and economic development plans (1987).

Roberts Corporation

Consultant micro-computer based project management (1986).

Quincy Industries

Principal Consultant in the development of a strategic business plan for Quincy Industries (1987).

Department of Public Health, State of Michigan

Senior Consultant on the Management Improvement Program for the Division of Services to Crippled Children (1985).

BOC Group, General Motors Corporation

Consultant in Strategic Formulation of Manufacturing Resource Allocation Problems and Project Prioritizing (1985).

Department of Corrections, State of Michigan

Principal Consultant on a research project to develop a predictive model for risk analysis and probation (1985).

Brunswick Corporation

Principal Consultant. Developed a microcomputer based project management database and control system for a large scale project pertaining to a new bowling system (1985).

Hudson's-Warren Distribution Center

A Planning Model for estimating work load and manpower planning, a microcomputer based Decision support System for forecasting workload (1984).

Office of Management Information Systems, State of Michigan

A large scale management reorganization study of state prisons for the Department of Corrections (1984).

Ex-Cell-O Corporation

A Decision Support System for Project Management and Control. Developed a microcomputer based system for creating an engineering database useful in the management and control of research and development projects (1983).

Frank's Nursery and Crafts

A linear programming/transportation model for warehouse location analysis (1982).

Department of Mental Health, State of Michigan

Worked on planning model for predicting bed needs for acutely mentally ill patients (1982).

General Motors Assembly Division

Procurement allocation model. A large scale mixed-integer programming model for optimal procurement allocation decisions (1982).

Office of Management Practices, State of Michigan

Systems analysis for Life Services System (LSS). Pre-implementation simulation of the LSS system and an evaluation of policy implications (1982).

Childrens' Hospital of Michigan

A planning model for forecasting nurse supply and optimal scheduling of nurses (1981).

Clinical Center, Michigan State University



Demand forecasting, risk analysis. Feasibility study to determine if ambulatory surgical care unit is marketable (1981).

Oxy-Metal Industries

Line balancing and scheduling to minimize processing time (1981).

Colt Industries

An adaptive forecasting model for replacement parts (1980).

Allied Steel

Worked on an optimization model for slitting steel coils (1980).

Holley Carburetors

Forecasting and inventory planning. Developed an adaptive exponential smoothing model (1980).

Basic Industry Research, Inc.

Data analysis of survey data (1979-80).

Kelsey-Hayes (Gunit Division)

Optimal charging mix for blast furnace operations, a Linear Programming model for use by Engineering staff (1979).

Pierce and Brand

Appeared as an expert witness before the Federal Energy Regulatory Commission, Washington, D.C., in the Louisiana Power and Light Company case. Development of econometric models for forecasting energy use and peak demand for electricity (1979).

Napco Industries

Interactive forecasting system for inventory planning. Developed an interactive planning model for forecasting and setting inventory levels for axles (1975-76).

## **SERVICE TO PROFESSIONAL SOCIETIES**

Decision Sciences Institute

**President, 2009-2010**

**President Elect, 2008**

**Vice President and Member of the Board, 2007-2009**

**Member, Organizing Board, International DSI Conference, Mexico 2001, Spain 2005**

**Editor, *Decision Sciences Journal* 1999- 2004**

**Vice-President and Member of the Board**, 1996-98

**Fellow, Decision Sciences Institute**, inducted in 1998.

**Member, Advisory Board**, International DSI Conference, Athens, Greece, 1999

**Co-Editor-in-Chief**, Supply Chain Management Research, 2009-present

Member, DSI Ad-Hoc Committee on Regions, 2003

Member, DSI Development Committee, 2002- present

Member, DSI Regional Affairs Committee, 1998-99

Member, Alpha Iota Delta Liaison Committee, 1998-99

Member, Chair, Publications Committee, 1999- present

Member, DSI Programs and Planning Committee, 1993-94

Member, DSI Internationalization Committee, 1993-95

**Program Co-Chair** - Midwest DSI Conference, 1993

**Program Chair** - National Conference, Miami 1991.

**Track Chair**, Midwest DSI Conference, Lincoln, Nebraska, 1986.

Member, DSI Foundation Committee, 1988.

Nominated - Vice President at Large, 1989.

Member Nominating Committee, Midwest DSI (1988-89)

Judge, DSI Dissertation Competition (1987).

Chairperson, Doctoral Student Affairs Committee, American Institute of Decision Sciences, (AIDS) 1985.

Reviewer, Discussant, Session Chair, Doctoral Consortium Presenter on numerous occasions.

Member, Doctoral Student Affairs Committee, American Institute of Decision Sciences, 1984.

Reviewer - Alpha Iota Delta Instructional award sponsored by the American Institute of Decision Sciences (AIDS), 1982.

Member, Publications Committee, American Institute of Decision Sciences (AIDS), (1980-82).

Judge - AIDS Doctoral Dissertation Competition, 1982.

Campus representative, AIDS membership drive, 1977, 1978.

Publications Coordinator (Board Member), Midwest DSI (1987-88).

#### Academy of Management

Nominated - Board of Governors, Academy of Management, 1990.

**Division Chair**, P/OM division, Academy of Management (1989-90).

**Program Chair**, Academy of Management Conference, Anaheim (1988).

Session Chair, Academy of Management Conference, New Orleans (1987).

Reviewer, Discussant, Session Chair, Doctoral Consortium participant on numerous occasions

#### American Production & Inventory Control Society (APICS)

**Institute Chair**, Institute for Computer Integrated Manufacturing, APICS (1987-1990).

Member, Editorial Board, Journal of Operations Management

**Associate Editor**, Journal of Operations Management

#### Pan-Pacific Business Association

**Member**, Planning Committee, 1988 - present

**Fellow, Pan Pacific Business Association**, inducted in 1998

Presenter, session chair, panelist on numerous occasions

### Production Operations Management Society (POMS)

**Program Chair**, National Conference, Pittsburgh, PA., 1995

**Area Editor, Production Operations Management Journal**

Member, Program Planning Committee, International POMS Conference Guarujá, Brazil (2002)

Member, Program Planning Committee, POMS/EUROMA International Conference, Como, Italy (2003)

### Center for Advanced Purchasing Studies (CAPS)

Invited Speaker, Executive Purchasing Roundtable. Presentations were on Purchasing's role in TQM and Customer Satisfaction, Future Trends and Environmental Supply Chain Management.

Invited Speaker, First Annual European Purchasing Roundtable, Amsterdam, Netherlands, 1995.

Invited Speaker, Global Purchasing Management Conference, Arizona State University, 1997, 1996, 1995

### Institute for Supply Management (ISM)

Editorial Review Board Member, Journal of Supply Chain Management 2002-2005.

## **OTHER SERVICE**

**Associate Editor**, Quality Management Journal

**Reviewer** for National Science Foundation, Decision Sciences, European Journal of Operational Management, Journal of Operations Management, International Journal of Production Economics, Journal of Cost Studies, International Journal of Marketing, OMEGA, International Journal of Management Science, IEEE Transactions on Engineering Management and Production and Inventory Management.

**External reviewer for Promotion decisions:** University of Georgia, Indiana University, Wake Forest University, University of Iowa, University of South Carolina, Indiana University, University of South Carolina, Iowa State University, State University of New York - Buffalo, Clark University, University of Florida, Ohio State University, University of Minnesota, Washington State University, Arizona State University and Chinese University of Hong Kong .

## **SELECTED PRESENTATIONS (Practitioners)**

"Information systems for decision making," Department of Civil Service, State of Michigan, February, 1978.

"Scientific Decision Making," Department of Civil Service, State of Michigan, February, 1978.

"Management information systems," a continuing education seminar presented to managers, Management Education Center, Troy, 1979.

"Policy analysis - the Michigan models," several presentations made to the Department of Labor, State of Michigan (with Dr. J. Kenneth White).

"Forward Buying in Purchasing: A System Dynamics Analysis," Paper presented at Michigan Purchasing Conference (Sponsored by NAPM), 1981.

Planning, Implementing and Managing Computer Integrated Manufacturing in American Industry - Principles and Practices and Research Needs, to SME/CASA Technical Council, Los Angeles, 1984 (with S. A. Melnyk).

Reorganizing SPSM, Presentation made to the Director of Department of Corrections, State of Michigan, 1984.

Reorganizing and Improving the Operational and Delivery System of the Division for Services to Crippled Children, Department of Public Health. Presentation made to the Directors of the Department of Public Health and the Department of Management and Budget, State of Michigan, 1985.

Revitalizing and Privatization strategies for Central and Eastern Europe, Invited Panelist, Pan Pacific Conference, Beijing, China 1993

Presentations on TQM to executives in Hungary and the Czech Republic, spring 1993

Purchasing's role in TQM and Customer Satisfaction, Executive Purchasing Roundtable, Tempe AZ, February, 1993

Supply management in lean manufacturing, TIMS/ORSA National Conference, An invited Presentation, Detroit, 1994

Strategic trends in Purchasing: Research Findings, Executive Purchasing Roundtable, Tempe, AZ, 1994

Strategic trends in Purchasing: Research Findings, European Executive Purchasing Roundtable, Amsterdam, 1994

Purchasing and Supply management- Future trends, Executive Purchasing Roundtable, Tempe, AZ, 1995

Doing Business in China - Principles and Practices, Global Purchasing Management Conference, Arizona State University, Tempe, AZ, 1995

An assessment and evolution of supply management trends, NAPM Academic Conference, Anaheim, CA, 1995

Data Envelopment Analysis and Supplier Rationalization, Executive Presentation to Asea Brown-Boveri (ABB), Zurich, Switzerland, 1995

DEA and Supplier Rationalization, Presentation to Executive Management, Henkel AG, Dusseldorf, Germany, 1995

## **EXECUTIVE PROGRAMS**

**Co-Director**, The Executive Summit, 2007-Present

Organizing Committee, India Supply Management Summit, Bangalore, India 2008

Executive Seminar in Operations Management, Henry Center, 2003

**Executive programs** on Project Management presented several times each year through executive programs office, Michigan State University. In house training programs on Project Management numerous firms over the years including Allied Signal, Budd Company, Lionel and others.

TQM - Executive Development Program in Poland, Czech Republic and Hungary, 1992, 1993