Vita  
  
Steven A. Melnyk

(Current as of April 23, 2015)

NAME Steven Alexander Melnyk

PLACE OF BIRTH: Hamilton, Ontario, Canada.

YEAR OF BIRTH: 1953

CITIZENSHIP: Canadian (by birth)

Citizen (2001) - United States of America

MARITAL STATUS: Married (with two children)

TERTIARY EDUCATION University of Windsor

AND DEGREES: Windsor, Ontario.

1971-1975 B.A. (Economics)

University of Western Ontario

London, Ontario

1975-1976 M.A. (Economics)

University of Western Ontario

London, Ontario

1976-1981 Ph.D. (Business)

AWARDS AND HONORS: Ontario Scholar

1971

President's Role of Scholars

University of Windsor

1971-1975

University of Windsor Alumni Scholarship,

University of Windsor,

1971-1973

General Motors Scholarship,

University of Windsor,

1973-1975

Board of Governors Gold Medal in Economics,

University of Windsor,

1975

Ontario Graduate Scholar,

University of Western Ontario,

1975-1978

University of Western Ontario Entrance Scholarship,

University of Western Ontario,

1975

Dean's Honor List

The School of Business Administration,

University of Western Ontario,

1977

Canada Council Scholarship,

1978-1980

Gulf Graduate Fellowship,

1978-1980

Queen Elizabeth II Fellowship Short List,

1979

Richard D. Irwin Doctoral Fellowship,

1980.

Outstanding Theoretical Paper Award,

National Meeting of the American Institute of Decision Science,

1982.

The Teacher-Scholar Award, Michigan State University, February 1985.

Wallace Memorial Distinguished Speaker, Haworth School of Business, Western Michigan University, 1991.

Paul Berkobile Award, Grand Rapids Chapter of APICS, Grand Rapids, MI, 1992.

Pioneer Award, Aspen Institute, 1999.

Letter of Commendation from the United States Naval Academy for saving the Academy over $1.1 million.

Receipent (with Douglas Stewart) of the 2001 Romey Everdell Award for Best Paper in the *Production and Inventory Management Quarter* for the article, “Effective Process Management: Developing Poka-Yoke Processes.” *Production and Inventory Management*, Vol. 41 (2000), No. 4, pp. 48-55.

Appointed to the Board of Directors, APICS E&R Foundation, July, 2002.

2003 Executive MBA Teaching Excellence Award, Michigan State University

2010 Associate Editor of the Year, *Journal of Supply Chain Management*.

2011 Invited Scholar, University of New South Wales, Sydney Australia.

2011 - Distinguished Research Lecturer in Operations Management, 2011 Annual Conference Meeting of the Administrative Sciences Association of Canada, Montreal, PQ, Canada.

2011 Associate Editor of the Year, *Journal of Business Logistics*.

**RELATED WORK EXPERIENCE:**

Research Assistant,

Department of Economics,

University of Western Ontario,

1975-1976.

Research Assistant,

The School of Business Administration

University of Western Ontario,

1977

Research Assistant,

The School of Business Administration,

University of Western Ontario,

1978

Assistant Professor

Production/Operations Management

Department of Management

Graduate School of Business Administration

Michigan State University

1980-1985

Associate Professor

Production/Operations Management

Department of Management

Graduate School of Business Administration

Michigan State University

1985-1990

**PRESENT POSITION**: Professor,

Production/Operations Management,

Department of Management,

Graduate School of Business Administration,

Michigan State University,

1990-Present.

**Thesis Topic:**

Melnyk, S.A. "Manufacturing Lead Time Estimation and the Implementation of a Material Requirements Planning System". Ph.D. Dissertation. The School of Business Administration, September, 1980.

**RESEARCH/CONSULTING INTERESTS:**

Environmentally Responsible Manufacturing (ERM), Process Management and Improvement, Time-based Competition, Metrics, Performance Measurement and Performance Measurement Management, Supply Chain Management.

**RESEARCH ACTIVITIES:**

**Books**

1) S.A. Melnyk, P.L.Carter, D.M. Dilts and D.M. Lyth. *Shop Floor Control*. Homewood, IL: Dow Jones‑ Irwin, 1985.

2) S.A. Melnyk and P.L. Carter. *Production Activity Control: A Practical Guide*. Homewood, IL: Dow Jones-Irwin, 1987.

3) S.A. Melnyk and P.L. Carter. *Shop Floor Control: Principles, Practices and Case Studies*. Falls Church, VA: American Production and Inventory Control Society, 1987.

4) S.A. Melnyk, editor. *Tool Management and Control*, Los Angeles, CA: Los Angeles A&D SIG, 1990 (Proceedings book edited dealing with effective tool management and control).

5) S.A. Melnyk and R. Narasimhan. *Computer Integrated Manufacturing: A Source Book*. Falls Church, VA: American Production and Inventory Control Society, 1990 (part of the PIC Library Series).

6) S.A. Melnyk and R. Narasimhan. *Computer Integrated Manufacturing: Guidelines and Lessons from the Leaders in Industrial Leaders*. Homewood, IL: Business One, 1992.

7) Steven A. Melnyk and David R. Denzler, *Operations Management - A Value Driven Perspective*. Burr Ridge, IL: Richard D. Irwin, 1996.

1. Steven A. Melnyk and Richard T. Smith. *Green Manufacturing*. Dearborn, MI: SME, 1996.
2. Melnyk, S.A., Calantone, R., Handfield, R., Tummala, R.L., Vastag, G., Hinds, T., Sroufe, R., and Montabon, F. *ISO 14000: Assessing Its Impact on Corporate Effectiveness and Efficiency.* Tempe, AZ: Center for Advanced Purchasing Studies, 1999.
3. Melnyk, Steven A., and Christensen, R.T. *Back to Basics: Your Guide to Manufacturing Excellence*. Boca Raton, FL: CRC Press, 2000.
4. Melnyk, Steven A. *Supply Chain Management – Redefining the Transformation Process*. Atlanta, GA: Lionheart Publications, 1999.
5. Melnyk, Steven A. *Measurements, Metrics and the Value-Driven Operations Management System*. Atlanta, GA: Lionheart Publications, 1999.
6. Melnyk, Steven A., and Swink, Morgan. *Value-Driven Operations Management: An Integrated Modular Approach,*” McGraw-Hill/Primis Publications, 2002.
7. Melnyk, Steven A., Stewart, Douglas L., Calantone, Roger J., and Speier, Cheri. *Metrics and the Supply Chain: An Exploratory Study*. Alexandria, VA: APICS E&R Foundation, forthcoming.
8. Swink, M, Melnyk, S.A., Cooper, M.B., and Hartley, J.L. 2010. *Managing Operations Across the Supply Chain*. Burr Ridge, IL, McGraw-Hill.
9. Swink, M, Melnyk, S.A., Cooper, M.B., and Hartley, J.L. 2013. *Managing Operations Across the Supply Chain (2nd Edition)*. Burr Ridge, IL, McGraw-Hill.
10. Sroufe, R., and Melnyk, S.A. 2013. *Developing a Sustainable Supply Chain to Deliver Value*. New York, NY: Business Expert Press.

**Refereed Articles and Book Chapters**

1) Melnyk, S.A. and Piper, C.J. "Implementation of Material Requirements Planning: Safety Lead Time". *International Journal of Operations and Production Management*. Vol. 2 (1981), No. 1, pp. 52-61.

1. Melnyk, S.A. and Carter, P.L. "Viewing Kanban as an (s,Q) System: Developing New Insights into a Japanese Method of Production and Inventory Control". *Management by Japanese Systems*. Edited by S.M. Lee and G. Schwendiman. New York, New York: Praeger Press, 1982.

3) Narasimhan, R. and S.A. Melnyk, "Assessing the Transient Impact of Lot Sizing Rules following MRP Implementation". *International Journal of Production Research*. 1984, Vol. 22, No. 5, 759-772.

4) Pannesi, R. and S.A. Melnyk, "Conditions for Closing the Gap between Manufacturing and Top Management", *Operations Management Review*, 1983, No. 4.

5) Melnyk, S.A. and C.J. Piper, "Leadtime Errors in MRP: The Lot Siz­ing Effect". *International Journal of Production Research*. Vol. 23, No, 2, 1985.

6) Melnyk, S.A. and R.F. Gonzalez. "MRP II: The Early Returns are In!!". *Production and Inventory Management*. Vol. 26, No. 1, 1985.

7) Chrwan-jyh Ho, Phillip L. Carter, Steven A. Melnyk, Ram Narasim­han, "Quantity Versus Timing Change in Open Orders: A Critical Evaluation." *Production and Inventory Management*, Vol. 27, No. 1, 1986.

8) Melnyk, S.A., S.K. Vickery and P.L. Carter, "Sequencing/Scheduling­/Dispatching: Alternative Perspectives." *Production and Inventory Management*, Vol. 27, No. 2, 1986.

9) Melnyk, S.A. "Production Control: Research Issues and Challen­ges." *Intelligent Manufacturing*, Menlo Park, CA: The Benjamin/Cummings Publishing Company, Inc., 1987.

10) Melnyk, S.A. and G.L. Ragatz. "Order Review/Release and its Impact on the Shop Floor." *Production and Inventory Management*, Second Quarter, 1988, pp. 13-18.

11) Melnyk, S.A. and G.L. Ragatz. "Order Review/Release: Research Issues and Perspectives." *International Journal of Production Research*, Vol. 27, No. 7, 1989, pp. 1081-1095.

12) Melnyk, S.A., S. Ghosh, and G.L. Ragatz. "Tooling Constraints and Shop Floor Scheduling: A Simulation Study." *The Journal of Operations Management*, Vol . 8 (1989), No. 2, pp. 69-89.

13) Sturm, G.W., Steven A. Melnyk, Carol J. Feltz,George W. Sturm, and James F. Wolter, "Sufficient Statistics: An Empirical Bayes Approach to Process Control." *International Journal of Production Research*, Vol. 28, No. 7, 1990, pp. 1329-1344.

14) Narasimhan, R. and S.A. Melnyk. "Setup Time Reduction and Capacity Management: A Marginal Cost Approach." *Production and Inventory Management*, Fourth Quarter, 1991.

1. Sturm, G.W., S.A. Melnyk, M.A. Yousry, C.J. Feltz, and J.F. Wolter. "Sufficient Statistical Process Control: Measuring Quality in Real Time." *Statistical Process Control in Manufacturing*, edited by J.B. Keats and D.C. Montgomery. New York, NY: Marcel Dekker, 1991, pp. 39-63.

16) Melnyk, S.A., G.L. Ragatz and L. Fredendall. "Load Smoothing by the Planning and Order Review/Release Systems: A Simulation Experiment." *Journal of Operations Management*, Vol. 10 (1991), No. 4, 512-523.

17) Ghosh, S., S.A. Melnyk and G.L. Ragatz. "Tooling Constraints and Job Shop Scheduling: Evaluating the Impact of Sequence Dependency." *International Journal of Production Research*, Vol. 30 (1992), No. 6, pp. 1237-1253.

18) Melnyk, S.A., D.R. Denzler and L. Fredendall. "Variance Control vs. Dispatching Efficiency: A Simulation Experiment." *Production and Inventory Management*, Vol. 33 (1992), No. 4, 6-13.

19) Chrwan-jyh Ho, Phillip L. Carter, Steven A. Melnyk, Ram Narasimhan, "Research Framework for Investigating the Effectiveness of Dampening Procedures to Cope with MRP System Nervousness." *International Journal of Operations and Production Management* , Vol. 12 (1992), No. 6, pp. 30-43.

20) Melnyk, Steven A., Tan, Kean C., Denzler, David R., and Fredendall, Lawrence. “Evaluating Variance Control, Order Review/Release and Dispatching.” *International Journal of Production Research*, Vol. 32 (1994), No. 5, pp. 1045-1061.

21) Melnyk, Steven A. “Tool Management and Control: The Missing Link in Effective Production Activity Control.” *CIRM Manufacturing Processes*. Falls Church, VA: American Production and Inventory Control Society, 1993, pp. 111-120.

22) Melnyk, Steven A. and Narasimhan, Ram. “Developing Manufacturing Excellence Through Integration: Uniting Capacity, Shop Floor Control, and Strategy. *CIRM Manufacturing Processes*. Falls Church, VA: American Production and Inventory Control Society, 1993, pp. 121-128.

23) Melnyk, Steven A. and Wassweiler, William R. “Integration: Building the Foundation for Corporate Success.” *CIRM Manufacturing Processes*. Falls Church, VA: American Production and Inventory Control Society, 1993, pp. 129-139.

24) Melnyk, S.A. D.R. Denzler, L.D. Fredendall and G.L. Magnan. "An Experimental Model to Investigate the Sensitivity of Job Shop Performance to Job Interarrival Rate Parameters." *Production and Operations Management,* Vol. 3 (1994), No. 1 (Winter), pp. 64-73.

25) Carter, P.L., Melnyk, S.A., and Handfield, R.B. “Indentifying the Basic Process Strategies for Time-Based Competition.” *Production and Inventory Management*, Vol. 36 (1995), No. 1, pp. 65-71.

1. Steven A. Melnyk, Mark Pagel, Gail Jorae, and A. Spencer Sharpe, “Applying Survival Analysis to Operations Management: Analyzing the Differences in Donor Classes in the Blood Donation Process.” *Journal of Operations Management*, Vol. 13 (1995), No. 4, pp. 339-356.
2. Fredendall, L.D., and Melnyk, S.A. "Assessing the Impact of Reducing Demand Variance through Improved Planning on the Performance of a Dual Resource Constrained Job Shop." *International Journal of Production Research*, Vol. 33 (1995), No. 6, pp. 1521-1534.
3. Fredendall, L.F., Melnyk, S.A., and Ragatz, G.L. “Information and Scheduling in a Dual Resource Constrained Job Shop,” *International Journal of Production Research*, Vol. 34, No. 10, October 1996, pp, 2783-2802.
4. R.W. Nason, S.A. Melnyk, J.F. Wolter, C.P. Olsen, “Beyond Strategic Alliances: Fusion Relationships,” in *Research in Marketing* (edited by J. Sheth), Vol. 13 (1997), Greenwich, CN: JAI Press, Inc., 1997, pp. 135-156.
5. S.V. Walton, R.B. Handfield, and S.A. Melnyk, “The Green Supply Chain: Integrating Suppliers into Environmental Management Processes,” *International Journal of Purchasing and Materials Management*, Vol. 34 (1998), No. 2 (Spring), pp. 2-11.
6. Handfield, R.B., and Melnyk, S.A. “The Scientific Theory-Building Process: A Primer Using the Case of TQM,” *The Journal of Operations Management*, Vol. 16 (1998), pp. 321-339.
7. Melnyk, S.A., and Handfield, R.B. “May You Live in Interesting Times … The Emergence of Theory-Driven Empirical Research,” *The Journal of Operations Management*, Vol. 16 (1998), pp. 311-319.
8. Melnyk, S. A., Calantone, R., Smith, R. T., and Montabon, F. “Short Term Action in Pursuit of Long Term Improvements: Introducing Kaizen Events”. *Production and Inventory Management Journal*, Vol. 39 (1998), No. 4 (Fourth Quarter), pp. 69-76.
9. Melnyk, Steven A., Sroufe, R., Calantone, R., Montabon, F.L., and Hinds, T. “Integrating Environmental Issues into Materials Planning: ‘Green’ MRP,” *Production and Inventory Management Journal*, Vol. 40 (1999), No. 3, pp. 36-45.
10. Curkovic, S., Melnyk, S.A., Calantone, R., and Handfield, R.B. “Validating the Malcolm Baldrige National Quality Framework through Structural Equation Modeling.” *International Journal of Production Research*. Vol. 38 (2000), No. 4, pp. 765-791.
11. Pagell, Mark, Melnyk, Steven A., and Handfield, Robert B. “Do Trade-offs Exist in Operations Strategy? Insights from the Stamping Die Industry.” *Business Horizons*, Vol. 43 (2000), No. 3 (May-June), pp. 69-77.
12. Sroufe, R., Curkovic, S., Montabon, F., and Melnyk, S.A. “The New Product Design Process and Design for the Environment: Crossing the Chasm,: *International Journal of Operations and Production Management*, Vol. 20 (2000), No. 2, pp. 267-291.
13. Melnyk, Steven A., Stank, Stank, T.P., and Closs, D.J. “Supply Chain Management At Michigan State University: A Journey Described And Lessons Learned.” *Production and Inventory Management Journal*, Vol. 41 (2000), No. 3 (Third Quarter), pp. 13-18.
14. Melnyk, S., Montabon, F., Sroufe, R., and Calantone, R. “ISO 14000: Assessing Its Perceived Impact on Corporate and Purchasing Performance”. *The Journal of Supply Chain Management*, Vol. 36 (2000), No. 2 (Spring), pp. 4-16.
15. Melnyk, S.A., Closs, D.J., Stank, T.P., and Swink, M. “An Integrated Curriculum for Teaching Supply Chain Management at Michigan State University,” *POMS Series in Technology and Operations Management,* Vol. 2, 2000.
16. Stewart, Douglas M., and Melnyk, Steven A. “Effective Process Management: Developing Poka-Yoke Processes.” *Production and Inventory Management*, Vol. 41 (2000), No. 4, pp. 48-55.
17. Melnyk, Steven A., Sroufe, R., Calantone, R., Montabon, F.L., and Hinds, T. “Integrating Environmental Issues into Materials Planning: ‘Green’ MRP,” *The Journal of Enterprise Resource Management*, Vol. 3 (2000), No. 3, pp. 48-57.
18. Curkovic, S., Melnyk, S.A., Handfield, R.B., and Calantone, R.J. “Investigating the Linkage between Total Quality Management and Environmentally Responsible Manufacturing,” *IEEE Transactions on Engineering Management*, Vol. 47 (2000), No. 4 (November), pp. 444-464.
19. Melnyk, S.A., Sroufe, R., Montabon, F.L., and Hind, T. “Green MRP:  
    Identifying the Material and Environmental Impacts of Production Schedules,” *International Journal of Production Research*, Vol. 39 (2001), No. 8, pp. 1559-1573
20. Melnyk, S.A., Sroufe, R., Montabon, F.L., and Thompson, D. “How Does Management View Environmentally Responsible Manufacturing? An Empirical Study.” *Production and Inventory Management Journal*, (forthcoming, 2001).
21. Melnyk, S.A., and Christensen, R.T. “Value-Driven Process Management: Using Value to Improve processes.” *Hospital Material Management Quarterly*, Vol. 22 (2000), No. 1 (August), pp. 59-67.
22. Handfield, R.B., Melnyk, S.A., Calantone, R.J., and Curkovic, S. “Integrating Environmental Concerns into the Design Process: The Gap between Theory and Practice.” *IEEE Transactions on Engineering Management*, Vol. 48 (2001), No. 2, May, pp. 189-208.
23. Melnyk, S.A., Sroufe, R.P, Montabon, F.L, and Calantone, R.L. “Assessing the Effectiveness of United States Voluntary Environmental Programs: An Empirical Study.” *International Journal of Production Research*, Vol. 40 (2002), No. 8, pp. 1853-1878.
24. Handfield, R.B., Walton, S., Sroufe, R.P., and Melnyk, S.A. “Applying Environmental Criteria to Supplier Assessment: A Study in the Application of the Analytical Hierarchy Process,” *European Journal of Operational Research*, Vol. 141 (2002), No. 1, pp. 70-87.
25. Melnyk, S.A., Sroufe, R.P., and Calantone, R.L. “Assessing the Impact of Environmental Management Systems on Corporate and Environmental Performance,” *Journal of Operations Management*, Vol 21 (2003), No. 3 (May), pg. 329.
26. Steward, D.L., and Melnyk, S.A. “The Challenges of Aligning Metrics Within the Corporate Setting,” *Production and Inventory Management Journal* (forthcoming, 2003).
27. Vastag, Gyula, and Steven A. Melnyk, "Certifying Environmental Management Systems by the ISO 14001 Standards." *International Journal of Production Research*, 2002, vol. 40, no. 18, 4743-4763.
28. Melnyk, S.A, Sroufe, R.P., and Calantone, R.L. “Profiling Site Specific Antecedents of ISO 14001 Adoption: Innovators & Early Adopters,” *Production and Operations Management* , Vol. 12 (2003), No. 3 (Fall), pp. 369-385.
29. Pagell, Mark, and Melnyk, Steven A. “Assessing The Impact of Alternative Manufacturing Layouts In a Service Setting,” *Journal of Operations Management*, (forthcoming).
30. Melnyk, Steven A., Stewart, Douglas M., and Swink, Morgan. “Metrics and Performance Measurement in Operations Management: Dealing with the Metrics Maze,” *Journal of Operations Management*, Vol. 22 (2004), No. 3.
31. Curkovic, S., Sroufe, R., and Melnyk, S.A. "Identifying the Factors Which Affect the Decision to Attain ISO 14000." Journal of Energy, Vol. 30, No. 8, 2005, pp. 1387-1407
32. Hanson, John D., Melnyk, Steven A., and Calantone, Roger J. "Core Values and Environmental Management: A Strong Inference Approach," *Greener Management International*, Vol. 46 (2005), pp. 29-40.
33. Zsidisin, George A., Gary L. Ragatz, and Steven A. Melnyk, “An Institutional Theory Perspective of Business Continuity Planning for Purchasing and Supply Management,” *International Journal of Production Research,* Vol. 43, No. 16 (2005), pp. 3401-3420.
34. Melnyk, Steven A., Roger J. Calantone, Joan Luft, Douglas M. Stewart, George A. Zsidisin, John Hanson, and Laird A. Burns, “An Empirical Investigation of the Metrics Alignment Process,” *International Journal of Productivity and Performance Management*, Vol. 54, No. 5/6 (2005), pp. 213-324.
35. Zsidisin, George A., Gary L. Ragatz, and Steven A. Melnyk, “Managing the ‘Dark Side’ of Supply Chain Management,” *Supply Chain Management Review*, Vol. 9, No. 2 (2005), pp. 46-52.
36. Mahapatra, S., Melnyk, S.A., and Calantone, R.J. “Understanding Environment Management Performance: An Expanded Empirical Study.” *International Journal of Productivity and Quality Management*. Vol. 2, No. 2 (2007), pp. 263-286.
37. Lummus, R., Melnyk, S.A., Vokurka, R.J., Burns, L., and Sandor, J. "Getting Ready for Tomorrow''s Supply Chain." *Supply Chain Management Review*, 9/1/2007.
38. Zsidisin, George A., Stephan M. Wagner, Steven A. Melnyk, Gary L. Ragatz, and Laird A. Burns, “Supply Risk Perceptions and Practices: An Exploratory Comparison of German and U.S. Supply Management Professionals,” *International Journal of Technology, Policy and Management*. Vol. 8, No. 4 (2008), pp. 401-419.
39. Mahapatra, S., Melnyk, S.A., and Calanton, R.J. (2007) "Understanding Environment Management Performance: An Expanded Empirical Study." *International Journal of Productivity and Quality Management*. Vol. 2, No. 2, pp. 263-286.
40. Wu, S.J., Melnyk, S.A., and Calantone, R.J. "Assessing the Core Resources in the Environmental Management System from the Resource Perspective and the Contingency Perspective." *IEEE Transactions on Engineering Management*, Vol. 55 (2008), No. 2 (May), pp. 304-315.
41. Melnyk, S.A., Lummus, R.R., Vokurka, R.J., Burns, L.J., and Sandor, J. 2009. “Mapping the future of supply chain management: a Delphi study.” *International Journal of Production Research*. Vol. 47, No. 16, pp. 4629-4653.
42. Steven A. Melnyk, Alexander Rodrigues, and Gary L. Ragatz, "Using Simulation to Study Supply Chain Disruptions," in Supply Chain Risk: A Handbook of Assessment Management and Performance, edited by George Z. Editor and Bob Ritchie, New York, NY, Springer International, 2009, pp. 103-122.
43. Steven A. Melnyk, Joe Sandor, Mark LeBaron, "Organizational Culture and Supply Chain Success The Overlooked Importance of the “Soft” Side of the Organization," *Executive Summit on Supply Chain Management*, Ed. by Ram Narasimhan and Joe Sandor, ISM
44. Melnyk, S.A., Davis, E.W., Spekman, R.E. and Sandor, J. 2010. "Outcome-Driven Supply Chains." *Sloan Management Review*, Vol. 51, No. 2 (Winter), pp. 33-38.
45. Flynn, B.B., Wu, S.J., and Melnyk, S.A. 2010. "Operational Capabilities: Hidden in Plain view." *Business Horizon*. Vol. 53, pp. 247-256.
46. Melnyk, S.A., Lummus, R., and Vokurka, R.J. 2010. "Supply Chain Management 2010 and Beyond." *The Journal of Enterprise Resource Management*. Vol. 41, No. 1.
47. Melnyk, S.A., Hanson, J.D., and Calantone, R.J. 2010. "Hitting the Target ... but Missing the Point: Resolving the Paradox of Strategic Transition." *LRP*. Vol. 43, No. 4(August), pp. 555-574.
48. Wu. S.J., Melnyk, S.A., and Flynn, B.B. 2010. "Operational Capabilities: The Secret Ingredient." *Decision Sciences Journal*. Vol. 41, No. 4, pp. 721-754.
49. Wu. S.J., Swink, M., and Melnyk, S.A. "An Empirical Investigation of the Combinatorial Nature of Operational Practices and Operational Capabilities: Compensatory or Additive?" *International Journal of Operations and Production Management* (forthcoming).
50. Melnyk, S.A., Cooper, M.B., Griffis, S.E., Macdonald, J.R., and Phillips, C.L.M. 2010. “Supplier Base Management: A New Competitive Edge.” *Supply Chain Management Review*. Vol. 14, No. 4 (July/August), pp. 35-41.
51. Ritchie, W. and Melnyk, S.A. 2011. “The Impact of Emerging Institutional Norms on Adoption Timing Decisions: Evidence from C-TPAT - a Government Antiterrorism Initiative.” *Strategic Management Journal*. (Forthcoming).
52. Montabon, F., Sroufe, R., and Melnyk, S.A. 2011. “Integration of Environmental Management into Manufacturing Planning.” *Production and Inventory Management*. Vol. 47, No. 1, pp. 43-55.
53. Scannell, T.V., Melnyk, S.A., and Calantone, R. 2011. “Shop Floor Manufacturing Technology Adoption Decisions: An Application of the Theory of Planned Behavior.” *Journal of Manufacturing Technology and Management*. Vol. 23, No. 3/4, pp. 193-.
54. Scannell, T.V., Calantone, R.J., Melnyk, S.A. 2012. “Shop Floor Manufacturing Technology Adoption Decisions.” *Journal of Manufacturing Technology Management*. Vol. 23, No. 4, pp. 464-483.
55. Hanson, J., Melnyk, S.A., and Calantone, R.A. 2011. “Defining and measuring Alignment in Performance Measurement.” *International Journal of Operations and Production Management*. Vol. 31, No. 10, pp. 1098-1114.
56. Melnyk, S.A., Page, T.J., Wu, S.J. and Burns, L.A. 2012. “Would you mind completing this survey: Assessing the State of Survey Research in Supply Chain Management.” *Journal of Purchasing and Supply Management*. 18, 35-45.
57. Day, J.M., Melnyk, S.A., Larson, P.D., Whybark, D.C., Davis, E.W. 2012. “Humanitarian and Disaster Relief Supply Chains: A Matter of Life and Death. *Journal of Supply Chain Management*. Vol. 48, No. 2, pp. 21-36.
58. Melnyk, S.A., Narasimhan, R., and DeCampos, H. (2014) Supply Chain Design:  Issues, Challenges, Frameworks and Solutions. *International Journal of Production Research*. Vol. 52, No. 7,pp. 1887-1896.
59. Thurer, H., Stevenson, M. Fredendall, L., Lansing M.J., Melnyk, S.A. (2014) "Lean Control for Make-to-Order Companies: Integrating Customer Enquiry Management and Order Release." *Production and Operations Management*. Vol. 23, No. 3.
60. Melnyk, S.A., Bititci, U., Platts, K, Tobias, J. Anderson, B. (2013). “Is Performance Measurement and Management Fit for the Future?” *Management Accounting Research*. September 2013.
61. Borne, M., Melnyk, S.A., Bititici, U., Platts, K., Anderson, B. (2013). “Emerging Issues in Performance Measurement.” *Management Accounting Research*. August, 2013.
62. Melnyk, S.A., Zobel, C.W., Macdonald, J.R., Griffis, S.E. 2014. “Making Sense of Transient Responses in Simulation Studies.” *International Journal of Production Research*. Vol. 52, No. 3. Pp. 617-634.
63. Melnyk, S.A., Closs, D.J., Griffis, S.E., Zobel, C.W., Macdonald, J.R. 2014. “Understanding Supply Chain Resilience.” *Supply Chain Management Review*. Vol. 18, No. 1, pp. 34-38, 40-41.
64. Melnyk, S.A., Ritchie, W.J., Calantone, R.J. (forthcoming). "The Case of the C-TPAT Border Security Initiative: Assessing the Adoptiong/Persistence Decisions when Dealing with a Novel, Institutionally Driven Administrative Innovation." *Journal of Business Logistics*.
65. Flynn, B.B., Melnyk, S.A., Daugherty, P. (forthcoming). “Empirical Research in Operations Management: Learning from the Past, Looking forward to the Future.” *Journal of Operations Management*.

# Reports:

1. Melnyk, Tummala, Calantone, and Handfield, “Environmentally Conscious Manufacturing: An NSF Research Project at Michigan State University,” Report to the Industrial Executive Advisory Board, 1996.
2. S.A. Melnyk, R.L. Tummala, R. Calantone, E. Goodman, R. Handfield, “Environmentally Conscious Manufacturing: Integrating Environmental Issues into Product Design, Planning, and Manufacturing,” Progress Report, Submitted to NSF, January 1998.
3. Melnyk, S.A., Tummala, R.L., Calantone, E., Sroufe, R., and Montabon, F.L. “Environmentally Conscious Manufacturing: Integrating Environmental Issues into Product Design, Planning, and Manufacturing,” *Final Report to the National Science Foundation*, November 30, 2000.
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5. Melnyk, Steven A., Calantone, Roger J., Zsidisin, George, A., Luft, Joan, and Stewart, Douglas M. “Linking Customers, Strategy, and Activities: An Empirical Investigation of the Metrics Alignment Process,” *Final Report to KPMG*, February 2006.
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5) S.A. Melnyk and J. Wolter. "Shop Floor Control: Research Issues and Perspectives." Proceedings of the 1987 Midwest Business Administration Association, Chicago, March 25-27, 1987.

6) Y. Ahn, S.A. Melnyk, and G.L. Ragatz. "Job Dispatching in a Shop with Bottlenecks: A Simulation Study." Proceedings of the 1987 Midwest DSI Conference, Toledo, OH: April, 1987.

7) S.A. Melnyk, L. Fredenhall, S. Ghosh, and G.L. Ragatz. "The Multiple Machine Shop and Tooling Constraints: A Simulation Study." Proceedings of the 1988 Midwest DSI Conference, Louisville, KY, May 2-4, 1988.

8) S.A. Melnyk and S. Lyman. "Analysis of Varying Labor Efficiency and Capability in a Dual Resource Constrained Job Shop: A Simulation Experiment." Proceedings of the 1991 Midwest DSI Conference, Indianapolis, IN, May 1-3, 1991, 291-293.

1. S.A. Melnyk and Keah Choon Tan. “Evaluating Variance Control, Order Review/Release and Dispatching: A Regression Analysis.” Proceedings of the 1993 Midwest DSI Conference, Lansing, MI, April 21-23, 1993, pp. 127-129.
2. Sroufe, R., Montabon, F., Melnyk, S. A., and Curkovic (1998). “Green MRP: A New Tool for ERM,” *Midwest Decision Sciences Institute* 1998 Annual Meeting.

**Non-Refereed Publications**

1) Melnyk, Steven A. and Narasimhan, Ram. “Uniting Capacity, Shop Floor Control and Strategy,” *APICS: The Performance Advantage*, November, 1991, pp. 42-45.

2) Melnyk, Steven A. “Solving the CIM Paradox,” Managing Technology Today, Vol. 1, No. 4 (November/December, 1992), p. 1,5-6,14.

3) Melnyk, Steven A. “Technology: The Last Word in CIM,” Managing Technology Today, Vol. 1, No. 5 (January/February, 1993), p. 1,5-6.

4) Melnyk, Steven A. “TEAM ONE: A Production and Inventory Control System for the Assembly Line Environment,” APICS: The Performance Advantage, March 1993, pp. 66-70.

5) Melnyk, Steven A. “Computer Integrated Manufacturing: Have You Got the Right Type?” Managing Technology Today, Vol. 1, No. 6 (May/June, 1993), pp. 9,17-18,21-23.

6) Steven A. Melnyk,: “An Overview of the 1996 APICS Conference,” *APICS: The Performance Advantage*, December 1996.

7) Robert B. Handfield and Steven A. Melnyk, “Green Speak,” *Purchasing Today*, July 1996, pp. 32-36.

8) Steven A. Melnyk and R. T. “Chris” Christensen, Back to Basics Series*, APICS: The Performance Advantage*, January 1997, March 1997, April 1997, May 1997, June 1997, July 1997, August 1997, September 1997, October 1997, November 1997, December 1997, January 1998 to present day (monthly article).

1. Steven A. Melnyk, “Integrating the Real World into Your Research and Your Teaching.” *Decision Line*, May 1996, pp. 6-8.
2. Melnyk, S.A. “How to use the Internet.” *Hospital Material Management Quarterly*, Vol. 19, No. 4, pp. 27-34.
3. Steven A. Melnyk, “Operations Management: Are We Forgetting Our Roots?” *MWDSI Newsletter*, May 1998, pp. 3-5.
4. Melnyk, Steven A., Calantone, Roger, Handfield, Rob, Sroufe, Robert, and Montabon, Frank. “Is Clean Green?” *Purchasing Today*, March, 1999, p. 60.
5. Melnyk, Steven A. “Metrics – The Missing Piece in Operations Management Research.” *Decision Line*. Vol. 30 (1999), No. 2, pp. 8-9.
6. Melnyk, S.A., Christensen, R.T. “Value-Driven Process Management: Using Value to Improve Processes.” *Hospital Material Management Quarterly*. Vol. 22, No. 1, pp. 59-67.
7. Melnyk, Steven A., and Christensen, R.T. “Three Key Factors to Implementation Success,” *AccessAbility*, Vol. 2 (2001), No. 1 (Third Quarter), p. 2.
8. Lummus, R., Vokurka, R.J., Melnyk. S.A., and Sandor, Joe. “The Future of Supply Chain Management.” *APICS: The Performance Advantage*. March 2007, pp. 48-52.
9. Melnyk, S.A. "Lean to a Fault?" *CSCMP Supply Chain Quarterly*, No. 3, 2007.
10. Melnyk, S.A., and Schaefer, R. "Ten Laws of Manufacturing," *APICS: The Performance Advantage*, May 2007, pp. 36-39.
11. Melnyk, S.A., and Schaefer, R. 2010. "Selling and Managing Change." April 2010, *Inside Supply Management®* Vol. 21, No. 4.
12. Whybark, D.C., Melnyk, S.A., Day, J., and Davis, E.W. 2010. Disaster Relief Supply Chain Management: New Realities, Management Challenges, Emerging Opportunities." *Decision Line* (forthcoming, June).
13. Phillips, C.L.M., and Melnyk, S.A. 2009. “Know the SCORE.” *Supply Management*. (October 8), pp. 32-34.
14. Phillips, C.L.M., and Melnyk, S.A. 2010. “East may not be best.” *Supply Management*. (30 September), pp. 42-43.

**Other Publications**

1) Melnyk, S.A., Gonzalez, R.F., and Anderson, S.T. "Manufacturing Resource Planning: A Bibliography" *Research Report 83-8*. Research Report Prepared and Presented to APICS under Research Grant 83-8. March 1983.

2) S.A. Melnyk, R.J. Gonzalez, and S.T. Anderson, "Manufacturing Resource Planning: Insights into a New Corporate Way of Life". *Research Report 83-8*. Report Prepared and Presented to APICS un­der Research Grant 83-8. June 1983.

3) S.A. Melnyk, P.L. Carter, D.M. Dilts and D.M. Lyth. "Principles and Practices of Shop Floor Control: The First Phase". *Research Report 82-6*. Report prepared and presented to APICS under Re­search Grant 82-6. March, 1984.

4) S.A. Melnyk. "Tool Management and Control: An Overview." *Proceedings of the Conference on Tool Management and Control*, Grand Rapids, MI, October 12-13, 1988.

5) S.A. Melnyk and P.L. Carter, "Moog: A Case Study." *Manufacturing Strategy*, written by T. Hill. Homewood, IL: Richard D. Irwin, 1989.

**Other Major Research Work:**

1) S.A. Melnyk, P.L. Carter, and D.M. Dilts, editors, Shop Floor Con­trol at the Leading Edge: Conference Proceedings. East Lansing, MI: Michigan State University, August 28-31, 1983.

(A conference consisting of 13 leading edge users of Shop Floor Control held at East Lansing, August 28-31, 1983. Each firm sub­mit­ted a case study of the development and use of its current Shop Floor Control system. These case studies along with chapters per­taining to a model of Shop Floor Control and a summary of the sur­vey results of a questionnaire on Shop Floor Control in leading edge firms were compiled into a proceedings book.)

Completed: December, 1987

2) CIM Project Proceedings

This project, funded by APICS ($20,000), is the second stage of CIM study. The first stage involved a review of the body of literature pertaining to Computer Integrated Manufacturing (CIM). The second stage has involved identifying and bringing together 7 leading edge users of CIM for a conference held here at Michigan State University on September 1,2,3 1987.

Companies participating included:

Ingersoll Milling

Continental Can

Allen Bradley

Digital Equipment Company

Cone Drive Division, Ex-Cell-O Corporation

C.W. Frost

Steelcase

Completed: December, 1992

3) Tool Management and Control:

Examining the impact of finite tooling on shop scheduling, shop performance and capacity planning.

4) Reengineering the Blood Donation Process at the Lansing Center.  
  
This project examined the blood donation process and identifying alternative methods of improving performance. The methods of analysis to be used in this study include Survival Analysis and computer simulation modeling.

**Conference/Seminar Presentations/Invited Talks**

1) Kuzdrall, P.J., Melnyk, S.A., and Piper, C.J. "A Comparative Ana­lysis of Lot-sizing Algorithm Performance". Presented at CORS Meeting, May 25-29, 1979.

2) Melnyk, S.A. and Piper, C.J. "A Tutorial on Lot-Sizing Model Se­lection and Performance Evaluation (with Special Emphasis on its Relevance to Requirements Planning). Paper presented at National CORS Meeting, May 21-23, 1980.

3) Melnyk, S.A. and Piper, C.J. "Changes in Lot-Sizing Rules and Their Impact on the Implementation of a Material Requirements Planning System". Paper presented at CORS-ORSA-TIMS Meeting, Toronto, Ontario. May 5, 1981.

4) Melnyk, S.A. and Piper, C.J. "Forecasting Manufacturing Lead Tim­es". A Paper presented at the First International Symposium on Forecasting, Quebec City, Quebec, May 27-29, 1981.

5) Melnyk, S.A. "Safety Lead Time, Due-Dates, Lot Sequencing Rules and the Operation of a Material Requirements Planning System". Paper Presented at the ORSA/TIMS Meeting, Houston, Texas, October 11-14, 1981.

6) Narasimhan, R. and Melnyk, S.A. "Simulation and Time Series In­ventory Analysis", Paper presented at the TIMS/ORSA Meeting, San Diego, Fall, 1982.

7) Melnyk, S.A. and Piper, C.J. "Lead Time Estimates Accuracy Im­provement in MRP", Paper Presented at TIMS/ORSA Meeting, San Diego, Fall, 1982.

8) Melnyk, S.A., Carter, P.L., and Myers, D. "Good Things Do Come in Small Packages: MRP on the MicroComputer". Presentation made at the 1984 National AIDS Conference, November 1984.

9) Melnyk, S.A., Carter, P.L., Dilts, D.M., and Lyth, D.M. "Workshop on Shop Floor Control." Presentation at the 1985 Academy of Man­agement, San Diego, CA, August, 1985.

10) Melnyk, S.A. "MRP II and Shop Floor Control." Presentation be­fore the Central Iowa Chapter of APICS, October, 1985.

11) Melnyk, S.A. "Shop Floor Control: Research Issues." An invited presentation before the Industrial Technology Institute, Ann Arbor, MI, February 1986.

12) Melnyk, S.A. "JIT: Implications for Production Management." Presentation to the School of Business Administration, University of Windsor, February, 1986.

13) Melnyk, S.A. "JIT and Shop Floor Control: Making Sense of Two Manufacturing Mysteries." Presentation at the Conference of Manu­facturing, Grand Valley State College, Sponsored by the Grand Rapids Chapter of APICS, February 1986.

14) Melnyk, S.A. "Shop Floor Control: Making Sense of a Manufacturing Mystery." A Presentation to the Detroit Chapter of APICS, Febru­ary, 1986.

15) Melnyk, S.A. "Shop Floor Control: The Missing Link to Successful JIT." Presentation to the Mid-Michigan Chapter of APICS, May, 1986.

16) Melnyk, S.A. "Production Activity Control: Reforging the Weak Link in Manufacturing." Key note speech to the 1986 APICS Annual Seminar (hosted by the Twin City Chapter of APICS), October 1, 1986.

17) Melnyk, S.A. "Shop Floor Control: Back to Basics." Workshop on Shop Floor Control, sponsored by the Grand Rapids Chapter of APICS, October 16, 1986.

18) Melnyk, S.A. and Carter, P.L. "The Principles of Effective Pro­duction Activity Control." Presentation at the 29th Annual Con­ference of APICS, St. Louis, MO, October 24, 1986.

19) Melnyk, S.A. "Shop Floor Control and Just-in-Time Manufacturing: Building the Foundations." Seminar sponsored by the Saginaw Chapter of APICS, October 30, 1986.

20) Melnyk, S.A. "Issues in Shop Floor Control: An Empirically Based Research Agenda." A seminar to the Quantitative Methods Depart­ment, Graduate School of Business Administration, University of Iowa, Iowa City, Iowa, November 11, 1986.

21) Melnyk, S.A. "Production Activity Control at the Leading Edge." A Presentation to the Cedar Rapids (Iowa) Chapter of APICS, Iowa City, Iowa, November 11, 1986.

22) Melnyk, S.A. "Principles of Effective Production Activity Con­trol." Presentation to the Saginaw Chapter of APICS, March 9, 1987.

23) Melnyk, S.A. "Buyer Bills of Rights, Manufacturing Bills of Rights and the Buyer/Supplier Relationship." Presentation to a joint meeting of Grand Rapids NAPM and APICS Chapters, March 10, 1987.

24) Melnyk, S.A. and Buddress, Lee. "JIT, MRP, and Vendor Relation­ships." A two day presentation for the Grand Rapids Chapter of NAPM, April 1-2, 1987.

25) Melnyk, S.A. "The Fundamentals of Shop Floor Control." A Seminar for the Grand Rapids Chapter of APICS, April 23, 1987.

26) Melnyk, S.A. "JIT, MRP, and the Vendor." A Seminar for the Fort Wayne Association of Purchasing Management, Inc. May 19, 1987.

27) Melnyk, S.A. "The Flexible Factory: What's Reasonable to Expect?" Grand Rapids Chapter, APICS, October 14, 1987.

28) Melnyk, S.A. "Buyers, Suppliers, Manufacturing and JIT." Higgins Lake Conference, October 17, 1987.

29) Melnyk, S.A. "Shop Floor Control: Back to the Basics." Grand Rapids Chapter Work­shop, October 29, 1987.

30) Melnyk, S.A. "Buyer-Supplier Relationship and JIT" Grand Rapids NAPM, November 6, 1987.

31) Melnyk, S.A. "The Principles of Effective Production Activity Control" Kalamazoo Chapter of APICS, November 10, 1987.

32) Melnyk, S.A. "The Principles of Effective Production Activity Control" Norfolk, NE, November 11, 1987.

33) Melnyk, S.A. "Effective Shop Floor Control: A One Day Workshop." Sioux City, IA, November 12, 1987.

34) Melnyk, S.A. "Manufacturing Bills of Rights, Buyer Bills of Rights and Supplier Bills of Rights." Joint Meeting of Mid-Michigan APICS and Mid-Michigan NAPM, January 5, 1988.

35) Melnyk, S.A. "Tool Management: The New Frontier of the 1990s." Spring Seminar, Grand Rapids Chapter of APICS, March 5, 1988.

36) Melnyk, S.A. "Expert Systems in Operations Management." Workshop for the 1988 MBAA Conference, March, 1988.

37) Melnyk, S.A. "Shop Floor Control: Back to the Basics." Workshop for Grand Rapids Chapter of APICS, April 28, 1988.

38) Melnyk, S.A. "Computer Integrated Manufacturing: Empirical Perspectives." A work­shop for the Second International Conference in Expert Systems and the Leading Edge in Production Planning and Control, May 4, 1988.

39) Melnyk, S.A. "Shop Floor Control." A two day workshop on shop floor control held August 8-9, 1988 at Mackinaw Island, MI.

40) Melnyk, S.A. "Buyer-Supplier Relationship and JIT" Presented to the joint meeting of APICS and NAPM, University of Notre Dame, South Bend, IN, September 13, 1988.

41) Melnyk, S.A. "The Principles and Practices of Effective Production Activity Control." Presented to the Grand Rapids Chapter of APICS, October 12, 1988.

42) Melnyk, S.A. "The Flexible Factory: What's Reasonable to Expect?" Presentation to the Rochester, NY Chapter of APICS, December 6, 1988.

43) Melnyk, S.A. "Computer Integrated Manufacturing: Are You Doing it Backwards?" Presentation to the Kalamazoo Chapter of APICS, January 9, 1989.

44) Melnyk, S.A. "Buyer-Supplier Relationship and JIT" Presented to the Lima, Ohio Chapter of NAPM, January 18, 1989.

45) Melnyk, S.A. "Shop Floor Control." A two day workshop on shop floor control held at Schuss Mountain, February 9-10, 1989.

46) Melnyk, S.A. "Shop Floor Control: A Work Shop." A two hour workshop presented to the Grand Rapids Area Furniture Manufacturers Association, March 7, 1989.

47) Melnyk, S.A. "Computer Integrated Manufacturing: Research Issues." A Workshop presented at the 1989 MBAA Conference, Chicago, IL, March 23, 1989.

48) Melnyk, S.A. "Computer Integrated Manufacturing: Making Sense of a Manufacturing Paradox." A Presentation to the Faculty of San Jose State University, San Jose, California (Part of the ***Visiting Scholar in Manufacturing Management*** Program), April 14, 1989.

49) Melnyk, S.A. "The Principles of Effective Production Activity Control." Presentation to the Detroit Chapter of APICS, Detroit, MI, May 10, 1989.

50) Melnyk, S.A. "Computer Integrated Manufacturing: Are You Doing it Backwards." Presentation to the Fox Valley Chapter of APICS, Appleton, WI, May 17, 1989.

51) Melnyk, S.A. "The Revolution in Purchasing: The Move from Product to Process Buying." Presentation to Region IV, NAPM, Regional Conference, University of Notre Dame, Notre Dame, IN, July 14, 1989.

52) Carter, P.L. and Melnyk, S.A. "Inventory Control." Two day workshop on Inventory Control, August 10-11, 1989, Mackinaw Island.

53) Melnyk, S.A. "Manufacturing Resources Planning: Technology in Planning." Part of **Advanced Manufacturing Technology Training for Electic Utilities: A Technology-Based Approach to Customer Assistance**, Presented by Industrial Technology Institute, October 12, 1989.

54) Melnyk, S.A. "Product to Process Buying -- The Revolution in Purchasing." Presentation to the Saginaw Valley Chapter of the National Association of Purchasing Managers, November 14, 1989, Midland, Michigan.

55) Melnyk, S.A., Ghosh, S. and Ragatz, G.R. "Tooling and the Factory of the Future: Research Issues, Obstacles and Opportunities." Workshop at the 1989 DSI Conference, New Orleans, LA, November 20, 1989.

56) Melnyk, S.A. "The Principles of Effective Tool Management and Control." Presentation to the Kalmazoo Chapter of APICS, December 11, 1989.

57) Melnyk, S.A. "The Principles of Effective Production Activity Control." Presentation to the Fox Valley Chapter of APICS, January 10, 1990.

58) Carter, P.L., and Melnyk, S.A. "Inventory Control." Two day workshop on Inventory Control, February 12-13, 1990, Shanty Creek, MI.

59) Melnyk, S.A. "Trends and Developments in Manufacturing: A Top Management Perspective." Presentation the Executive Officers of the Unisys Corporation, Plymouth Michigan Plant, Plymouth, MI, February 19, 1990.

60) Melnyk, S.A. "Reevaluating the Purchasing Task: A Product/Process Perpsective." Presentation to a Joint Meeting of Detroit Chapters of APICS/NAPM, Plymouth, MI, March 11, 1990.

61) Melnyk, S.A. "The Principles of Effective Production Activity Control." Presentation to the Toledo Chapter of the American Production and Inventory Control Society, Toledo, Ohio, March 13, 1990.

62) Melnyk, S.A. "Tool Management and Control: Discovering the Hidden Key to System Effectiveness." Special Topics Meeting, Milwaukee Chapter of APICS, Milwaukee, WI, April 5, 1990.

63) Melnyk, S.A. "The Principles of Effective Production Activity Control." Presentation to the Milwaukee Chapter of APICS, Milwaukee, WI, April 5, 1990.

64) Melnyk, S.A. "Developing Manufacturing Excellence on the Shop Floor: Capacity, Visibility and Marketability." Presentation to the Grand Rapids Chapter of APICS, Muskegon, MI, April 11, 1990.

65) Melnyk, S.A., Feltz, C., Sturm, G. and Wolter, J. "The Quality Marriage: Making the Right Match." Workshop for the 1990 Midwest DSI, Minneappolis, MN, May 3, 1990.

66) Melnyk, S.A. "Developing Manufacturing Excellence on the Shop Floor: Capacity, Visibility and Marketability." Presentation to the Saginaw Chapter of APICS, June 11, 1990.

67) Melnyk, S.A. "Developing Manufacturing Excellence on the Shop Floor: Capacity, Visibility and Marketability." Presentation to the Heart of Illinois Chapter of APICS, September 27, 1990.

68) Melnyk, S.A. "The Revolution in Purchasing: The Move from Product to Process Buying." Presentation to the Central Michigan Purchasing Management Conference, Higgins Lake, MI, October 13, 1990.

69) Melnyk, S.A. "The Principles of Effective Production Activity Control." Presentation to the North-Western Chapter of APICS, October 15, 1990.

70) Melnyk, S.A. "Value, Process and Consistency: The Missing Links between Manufacturing and Strategy." Presentation to the Grand Rapids Chapter of APICS, October 17, 1990.

71) Melnyk, S.A. "Developing Manufacturing Excellence on the Shop Floor: Capacity, Visibility and Marketability." Presentation to the Mid-Michigan Chapter of APICS, November 12, 1990.

72) Melnyk, S.A. "Order Review/Release: A Mirage?" Symposium at the 1990 DSI Conference, San Diego, CA, November 19, 1990.

73) Melnyk, S.A. "Load Smoothing by the Planning System and Order Review/Release: A Simulation Model." Table topic presentation at the 1990 DSI Conference, San Diego, CA, November 19, 1990.

74) Melnyk, S.A. "Effective Inventory Management." Seminar at the University of Toledo, Toledo, OH, November 27, 1990.

75) Melnyk, S.A. "Principles of Effective Tool Management and Control." Presentation to the Detroit Chapter of APICS, December 13, 1990.

76) Melnyk, S.A. "Shop Floor Control: Tapping the Hidden Potential of the Floor." Seminar for Oakland University, December 14, 1990.

77) Melnyk, S.A. "Developing Manufacturing Excellence on the Shop Floor: Capacity, Visibility and Marketability." Presentation to the Buffalo Chapter of APICS, January 16, 1991.

78) Melnyk, S.A. "Principles of Effective Inventory Management." Presentation to Management Team of Spartan International, January 19, 1991.

79) Carter, P.L. and Melnyk, S.A. "Inventory Management: Trends and Development." Two day workshop on inventory control, Boyne Highlands, February 28-March 1, 1991.

80) Melnyk, S.A. "Activity Based Control: A New System for Controlling Manufacturing Processes." Presentation at the 1991 Spring Seminar held by the Grand Rapids Chapter of APICS, March 7, 1991

81) Melnyk, S.A. "Capacity, Shop Floor Control and Manufacturing Excellence: Integrating the Missing Pieces." Key Note Speech to the 1991 ASUG Meeting, Atlanta, GA, March 13, 1991.

82) Melnyk, S.A. "The Principles of Effective Tool Management and Control." Presentation to the 1991 ASUG Meeting, Atlanta, GA, March 13, 1991.

83) Melnyk, S.A. "Manufacturing in the 1990s: New Paradigms for a New Reality." Presentation to the Haworth School of Business, Western Michigan University, March 27, 1991.

84) Melnyk, S.A. "Effective Inventory Control: A Value-Driven Approach." Presentation to the University of Wisconsin at Whitewater, Whitewater, WI, April 18, 1991.

85) Melnyk, S.A. "Manufacturing Basics." A two day workshop presented to Allied Signal at Boyne City, Michigan. May 16 & May 23, 1991.

86) Melnyk, S.A., Nason, R.W. and Wolter, J. "Fusion Marketing" Presentation at the Summer Meeting of the American Marketing Association, San Diego, August, 1991.

87) Melnyk, S.A. "Manufacturing Excellence in the 1990s: Rethink, don't Refine." Presentation to the Saginaw Valley Chapter of APICS, September 9, 1991.

88) Melnyk, S.A. "New Paradigms for a New Reality." Presentation to the Detroit Chapter of APICS, September 19, 1991.

89) Melnyk, S.A. "Strategic Manufacturing." Presentation to the Kalamazoo Chapter of APICS, October 8, 1991.

90) Melnyk, S.A. "Shop Floor Control: Building Manufacturing Excellence on the Shop Floor." Presentation to the Fox Valley Chapter of APICS, November 14, 1991.

91) Melnyk, S.A., Denzler, D.R. and Steele, D.C. "Job Shop Scheduling with Dual Priority Orders." Presentation at the 1991 Decision Sciences Institute Conference, November 25, 1991.

92) Melnyk, S.A., Key Note Speech to Tool Management: The Next Frontier for Manufacturing Cost Control, December 10, 1991.

93) Melnyk, S.A. "Manufacturing in the 1990s." Presentation to the Lakeshore Chapter of APICS, January 14, 1992.

94) Melnyk, S.A. "Manufacturing Strategy and Production and Inventory Control." Presentation to the Toledo Chapter of APICS, February 11, 1992.

95) Melnyk, S.A. "Manufacturing in the 1990s." Presentation to the Central Montgomery Chapter of APICS, March 18, 1992.

96) Melnyk, S.A. "Computer Integrated Manufacturing: Have You Got the Right Type?" A Presentation at the Tulane/TOpS Conference, April 10, 1992, New Orleans, LA.

97) Melnyk, S.A. "Rethink, Don't Refine." Presentation to the Rockford Chapter of APICS, April 14, 1992, Rockford, IL.

98) Melnyk, S.A. "New Manufacturing Paradigms for a New Manufacturing Reality." Presentation to the Traverse Chapter (forming) of APICS, May 20, 1992, Traverse City, MI.

99) Melnyk, S.A. and Carter, P.L. "Time-Based Competition: Go Fast or Go Broke." Two day Seminar Presentation, Troy, MI, September 14-15, 1992.

99) Melnyk, S.A. "Integration: Building the Foundations for Corporate Success." Presentation to the Buffalo Chapter of APICS, September 23, 1992, Buffalo, NY.

100) Carter, P.L. and Melnyk, S.A. "Time-Based Competition: Go Fast or Go Broke." Two day Seminar Presentation, Detroit, MI for Michigan Bell, October 28-29, 1992.

101) Melnyk, Steven A. "Go Fast or Go Broke." Presentation to the Michiana Chapter of APICS, Notre Dame, IN, November 10, 1992.

102) Melnyk, Steven A. “Beyond Quality, Beyond Speed...It’s Option Rich Speed.” Presentation to the Mid Michigan Chapter of APICS, Jackson, MI, December 9, 1992.

103) Melnyk, Steven A. “Beyond Quality, Beyond Speed...It’s Option Rich Speed.” Presentation to the Grand Rapids Chapter of APICS, Grand Rapids, MI, December 10, 1992.

104) Melnyk, Steven A. “Reengineering the Process for Success,” Spring Seminar, Grand Rapids Chapter of APICS, Grand Valley State University, March 9, 1993.

105) Melnyk, Steven A. “Surviving in the 1990’s -- It’s About Time.” Presentation to the Michigan Technology Council, Grand Rapids, MI, March 25, 1993.

106) Melnyk, Steven A. “Manufacturing, Michigan and Outreach Opportunities.” Presentation to Michigan State University Outreach Participants, Frankenmuth, MI, May 12, 1993.

107) Melnyk, Steven A. “Fusion Relationships and Buyer-Supplier Relationships.” Keynote Presentation for the Holland Hitch Supplier Meeting, Holland, MI, August 17, 1993.

108) Melnyk, Steven A. “The Process: The Essence of Any Manufacturing System.” Presentation to the Mid-Michigan Chapter of APICS, Jackson, MI, September 15, 1993.

109) Melnyk, Steven A. “The Process: The Essence of Any Manufacturing System.” Presentation to the Buffalo, New York Chapter of APICS, Buffalo, NY, September 16, 1993.

110) Melnyk, Steven A. “Documenting Processes: The Critical Step in Business Process Reengineering.” Presentation to the Northwest Ohio Chapter of APICS,. Bryant, OH, October 19, 1993.

111) Melnyk, Steven A. “The Process: The Essence of Any Manufacturing System.” Presentation to the Kalamazoo Chapter of APICS, January 11, 1994.

112) Melnyk, Steven A. “Fusion Relationship: The Move from Product Buys to System Relationships.” Presentation to the Akron Chapter of NAPM, February 15, 1994.

113) Melnyk, Steven A. “Forecasting and Modern Production and Inventory Control.” Presentation to the Grand Rapids Chapter of APICS, March 10, 1994.

114) Melnyk, Steven A. “Business Process Reengineering at the Lansing Chapter of the American Red Cross.” Presentation to the Materials and Logistics Management Council, April 7, 1994, East Lansing, MI.

115) Melnyk, Steven A. “Environmentally Responsible Manufacturing: An Overview.” Presentation to the Manufacturing Research Consortium, Michigan State University, East Lansing, MI, April 18, 1994.

116) Melnyk, Steven A. “To Improve the System, Understand the Process.” Presentation to the Lafayette Chapter of APICS, West Lafayette, IN, April 21, 1994.

117) Melnyk, Steven A. “Process Analysis and System Improvement for Management.” Presentation to the Krannert School of Management, West Lafayette, IN, April 22, 1994.

118) S.A. Melnyk, “How to Use the Internet,” 1996 International APICS Conference Proceeding, October 13-16, 1996, New Orleans, LA, pp. 116-120.

119) S.A. Melnyk, “Environmentally Responsible Manufacturing,” 1996 International APICS Conference Proceeding, October 13-16, 1996, New Orleans, LA, pp. 12-21.

120) R. Marsh and S.A. Melnyk, “A Relational Database Approach to Shop Floor Information Management and Performance Measurement,” 1996 Decisions Science Institute Conference, Orlando, FL, pp. 1255-1257.

121) Robert B. Handfield, Steven V. Walton, Lisa K. Seegers, and Steven A. Melnyk, “The ‘Green’ Supply Chain: Best Practices from the Furniture Industry,” 1996 Decisions Science Institute Conference, Orlando, FL, pp. 1295-1297.

122) S. A. Melnyk, R.B. Handfield, R.J. Calantone and S. Curkovic, “Integrating Environmental Concerns into the Design Process,” 1996 Decisions Science Institute Conference, Orlando, FL, pp. 1301-1303.

123) Speaker at the Spring 1996 Grand Rapids APICS Conference, Grand Rapids, March 1996.

124) Speaker at the October Detroit NAPM Meeting, October 1996.

1. Speaker at the December Detroit APICS Meeting, December 1996.
2. Speaker to the Grand Rapids Chapter of APICS, March 1997
3. Speaker to the Mid-Michigan Chapter of APICS, February 1998.
4. Speaker to the Mid-Michigan Chapter of APICS, September 1998.
5. Speaker to Mid-Michigan Chapter of APICS, September 1999.
6. Speaker to Michana Chapter of APICS, October, 1999.
7. Speaker to OIPMC, Toronto, Ontario, October,1999.
8. Speaker at Wisconsin 2000 Symposium, “A Process Perspective Towards System Improvement,” Appleton, WI, April 28, 2000.
9. Invited Speaker, School of Business, University of Calgary, January 22, 2001. Topic – “Supply Chain Management – Emerging Issues and Research Questions.”
10. Seminar, “Value-Driven Enterprise,” Calgary APICS, January 23, 2001.
11. Speaker, Joint Meeting of Grand Rapids, Michigan Chapters of APICS and NAPM, May 15, 2002.
12. Key Note Speaker, SAPICS 2002, Sun City, Republic of South Africa, July 10, 2002.
13. Speaker to Gulf Stream Chapter of APICS, Tampa Bay, FL, September 19, 2002.
14. Seminar, “Measuring Supply Chain Performance,” Toronto, Ontario, October 24, 2002.
15. Speaker, “Supply Chain Management: Myths, Misconceptions and Realities,” *APICS International Conference and Exposition*, October 28, 2002.
16. Melnyk, Steven A. “*Meeting the Challenges of the 21st Century: Understanding, Simplifying, Integrating.”* Keynote Presentation for The Academy of Logistics, GlaxoSmithKline, Durham-Raleigh, NC, March 6, 2003*.*
17. *Melnyk, Steven A. “Mastering* Business Metrics,” Webinar Presentation for Microsoft Business Briefings, March 27, 2003.
18. Melnyk, Steven A. “Making Manufacturing Visible to Top Management,” Presentation to Mid-Michigan Chapter of APICS, January 14, 2004, Jackson, Michigan.
19. Melnyk, Steven A. “Metrics and Top Management,” Southern Minnesota Chapter of APICS, March 8, 2004.
20. Melnyk, Steven A. “Making Manufacturing Visible to Top Management,” Presentation to the Detroit Chaper of APICS, April 13, 2004, Detroit, Michigan.
21. Nason, Robert W., Closs, David J., Melnyk, Steven A., Ragatz, Gary L., and Zsidisin, George A. “Lean, Mean, and Fragile: Exploring the Hidden Risks in the Supply Chain,” Panel Presentation, *15th Annual North American Research Symposium on Purchasing and Supply Management,* ISM/CAPS, Tempe, AZ, March 25-27, 2004.
22. Melnyk, Steven A. “The Future of Supply Chain Management” Presentation to the Supply Chain Management Association, Michigan State University, January 27, 2007.
23. Melnyk, Steven A. “SCM 2010 and Beyond: Mapping the Future of Supply Chain Management.” Invited Presentation, The Katz School of Business, University of Pittsburgh, February 26, 2007.
24. Melnyk, Steven A. “SCM 2010 and Beyond: Mapping the Future of Supply Chain Management.” Invited Presentation, West Michigan Supply Chain Management Conference, March 14, 2007.
25. Melnyk, Steven A. “Mapping the Future of Supply Chain Management.” Presentation to Saginaw Valley APICS and Saginaw Valley NAPM, Saginaw Valley Stat University, April 11, 2007.
26. Melnyk, Steven A. “SCM 2010 and Beyond: Mapping the Future of Supply Chain Mnaagement.” Invited Presentation, The Schulich School of Business, York University, April 18, 2007.
27. Melnyk, S.A. 2011. “Tapping into New Revenue Streams by Evolving Your Supply Chain Relationships.” Keynote Presentation, *2011 Winter Interlog Conference*, Tampa, FL. January 26, 2011.
28. Melnyk, S.A. “Benchmarking Best Practices: Understanding the Real Keys to Success!” *Presentation to the Grand Rapids Chapter of ISM*, May 10, 2011.
29. Melnyk, S.A. “Supply Chain Management: Emerging Research Issues.” *Presentation at the Business School of New South Wales University*, June 23, 2011.
30. Melnyk, S.A. 2011. “Outcome Driven Supply Chains.” Keynote Speech, 2011 SAPICS Conference, Sun City, Republic of South Africa, June 2011.
31. Melnyk, S.A. 2011. “Outcome Driven Management and Consumer Returns.” *Consumer Returns*. Dallas, TX, September 20, 2011.
32. Melnyk, S.A. 2011. “Supply Chain Design for the Electronics Industry.” *Interlog 2011*. Dallas, TX, September 21, 2011.
33. Melnyk, S.A. 2011. “Outcome Driven Supply Chains and Competitive Advantage.” *TRACC Conference*. Chicago, IL. October 13, 2011.
34. Melnyk, S.A., Mahapatra, S.K., Lado, A.A. “Assessing the Movitations for Public-Private Partnership for Border/Supply Chain Security: The Case of C-TPAT.” *42th Annual Meeting – Decision Sciences Institute*. November 20, 2011.
35. Macdonald, J.R., Melnyk, S.A., Zobel, C.W., Griffis, S.E. “An Outlier-based Approach for Assessing Supply Chain Disturbances.” *42th Annual Meeting – Decision Sciences Institute*. November 20, 2011.
36. Melnyk, S.A. “Upstream and Downstream Challenges.” *Michigan State University Workshop on Sustainability*. January 23, 2012.
37. Melnyk, S.A. “Making Supply Chain Management Truly Strategic: A Blueprint for Action.” Keynote Address, *Supply Chain World*. Miami, FL, April 4, 2012.
38. Melnyk, S.A., Fawcett, S., Ettlie, J., DeCampos, H. “Assymmetrical Collaboration Expectations and Supply chain Innovation Performance: A Theoretical Analysis.” *2012 POMS Conference*, Chicago, IL, April 20, 2012.
39. Lavadour, J. Fleming, C.E., Melnyk, S.A. “Making Lemonade from Lemons.” *2012 POMS Conference*, Chicago, IL, April 23, 2012.
40. Fleming, C.E., Melnyk, C.E., Griffis, S. “The Blended Outcomes Enterprise.” *2012 POMS Conference*, Chicago, IL, April 23, 2012.
41. Melnyk, S.A. “Outcome-Driven Supply Chain Management.” *9th Annual Midwest Supply Chain Management Conference*. Grand Rapids, MI, April 24, 2012.
42. Melnyk, S.A. “Making Sense of Resilience.” *11th Annual Midwest Supply Chain Management Conference*, Grand Rapids, MI, March 2014.
43. Melnyk, S.A. “Making Sense of Sustainability.” *Greening the Supply Chain Conference at Michigan State University*. Breslin Center, Michigan State University, East Lansing, MI, April 21, 2014.

For a more complete list of presentations, please contact the author.

**Research Grants Received:**

1) Shop Floor Control: A Comprehensive Study. Research Project funded by APICS (Research Grant 82-6). Total Amount: $40,000. Principal Co-investigator [with P.L. Carter and D.M. Dilts]

2) Manufacturing Resource Planning Research Project funded by APICS (Research Grant 82-8). Total Amount: $3,000 Principal Co­-Invest­igator [with R.F. Gonzalez and S.T. Anderson]

3) Planning, Implementing and Managing Computer Integrated Manufac­turing: Principles, Practices and Lessons from the Leading Edge. Research Project funded by the Education and Research Foundation of APICS. Total Amount: $40,000 (approximate value), to begin March, 1986 Principal Investi­gator [with R. Narasimhan]

4) Simulation Operations with the Tool Room, Lansing Plant, Powertrain Division. Research project funded by General Motors Powertrain Division. Total Amount: $25,000.

5) Environmentally Conscious Manufacturing: Integrating Environmental Concerns with Product/Process Design and Production Planning (with R. Handfield, R. Calantone, L. Tummala, and K. Helferich) - funded by NSF - $400,000 - three years.

6) Environmentally Responsible Manufacturing - Integrating Environmental Concerns with Product Design, (R. Handfield and S. Curkovick) - Manufacturing Resource Consortium, $13,000.

7) CAPS-ISO 14000, $45,000.

8) APICS-ISO 14000, $6,000.

9) MRC Grant – Cost of Environmentally Quality

A grant ($15,000) aimed at developing measures of costs similar to those found and used in the cost of quality analysis.

10) MRC Grant –Green Supply Chain Management

Development of tools for assessing the environmental performance of the supplier base.

With K. Helferich, R. Handfield, and R.L. Tummala.

1. APICS E&R Foundation Grant on Supply Chain Metrics, 1999-2000: $10,000

With Douglas Stewart and Roger Calantone.

1. MRC Grant – Embedded Environmental Metrics - $20,000  
     
   With Roger Calantone and Douglas Stewart.
2. Zsidinis, George A., Ragatz, Gary L., and Melnyk, Steven A. *AT&T Grant for Studies on Business Continuity Programs*, September, 2002-June 2003, $50,000.
3. Embedded Environmental Metrics – KPMG Grant – June 2003-July 2003 $100,000  
     
   with Robert P. Sroufe, Frank Montabon, Jeffrey Cohen.
4. Linking Customers, Strategy, and Activities: An Empirical Investigation of the Metrics Alignment Process – KPMG Grant – June 2003-June 2004 - $124,000  
     
   with Roger J. Calantone, Joan Luft, Douglas M. Stewart, and George A. Zsidisin.
5. Zsidisin, G.A., Melnyk, S.A., and Ragatz, G.L. “IBM Risk Audit Survey” IBM Rsearch Grant, June 2005-December 2006.
6. Melnyk, Steven A. , Rodrigues, Alexander and Russell, Dawn. “Towards the Resilient Enterprise.” IBM Grant, June 2006-December 2007, $35,000.
7. Closs, D.J., Daugherty, P., Melnyk, S.A., Little, N., Frayer, D.A., Whipple, J., Griffis, S.E., Ragatz, G. *Supply Chain Management: Beyond the Horizon*. APICS. 2013-2015, $990,000.

**TEACHING**

Management 303: Introduction to Materials and Logistics Management,

Management 304: Operations Planning and Control

Management 405: Operations Management Topics:

"Management of Service Operations"

"Material Requirements Planning"

"Production and Inventory Control"

Management 800: Introduction to Materials and Logistics Management

Management 801: Operations Planning and Control

Management 803: Manufacturing Strategy and the Operating Manager

Management 821: Production and Inventory Control

MBA 820: Value Chain Management

Management 837: Elements of Discrete Computer Simulation

MSC 843: Environmentally Conscious Management

MSC 844: Supply Chain Management

Management 912: Topics in Operations Management (Ph.D. level course).

Management 912: Inventory Control: Models and Theory (Ph.D. level course).

Management 912: Scheduling, Sequencing and Dispatching: Models and Theory (Ph.D. level course).

Management 920: Manufacturing Strategy (Ph.D. level course).

Management 921: Inventory Management/Production Scheduling (Ph.D. level course).

**PROFESSIONAL DEVELOPMENT:**

1) Attended Case Writers Workshop, University of Western Ontario, 1979.

2) Attended MRP II Seminar, Chicago, Ill: May 12-14, 1982 (David W. Buker, Inc.)

1. Attended APICS Academic Liaison Workshop on Factory of the Future, July 1982.

4) Certified CPIM (Certified Production and Inventory Manager) - APICS, June 1983.

5) Attended AIAG Workshop and presentation: Just-in-Time: The Se­cond Phase. Held at Michigan State University, April 1984.

6) Invited to be a participant at the 1985 APICS Academic Liaison Workshop. One of twenty academics selected from across the coun­try to meet at this workshop. Worked with 20 practicing managers in identifying trends and issues in the education and development of effective PIC managers, Golden CO, July 30-August 6, 1985.

7) Attended Manufacturing Strategy Workshop held at University of Iowa, Iowa City, Iowa, January 14-16, 1987.

8) Attended Seminar on Artificial Intelligence and Expert Systems. Offered by Dialog Systems in conjunction with the Graduate School of Business Administration, Michigan State University, East Lansing, Michigan, February - April 1987.

9) Attended *Time-Based Competition Seminar* sponsored by the Society for Manufacturing Engineering, Plymouth, Michigan, October 28-29, 1991.

10) Attended *Environmental Responsible Manufacturing: A Roundtable*, sponsored by the Society of Manufacturing Engineering, Dearborn, Michigan, April 15, 1994.

11) Invited to speak at the Knoy School of Technology, Purdue University, April 21, 1994.

1. Invited to speak at the Krannert School of Management, Purdue University, April 22, 1994.
2. Invited to speak at the University of Calgary, January 22, 2001.
3. Keynote Speaker to Nexem of Alberta, October 3, 2009.
4. Keynote Speaker to Alberta Institute PMAC, Annual Meeting, October 23 2009.
5. Developments in Supply Chain Management - Missile Defense Agency, January 2010.
6. Keynote speaker - Interlog 2010, Fort Lauderdale, FL.
7. Speaker, Supplier Base Management for the Edmonton Chapter of the AIPMAC - March 24, 2010.
8. Circle of Experts - Meeting with 16 Leaders in Humanitarian/Disaster Relief Supply Chain Management to identify key drivers and concerns. With Clay Whybark (UNC), Ed Davis (UVA), and Jamison Day (LSU).
9. Distinguished Lecturer in Supply Chain Management, Wilfrid Laurier University, April 19, 2010.
10. Keynote Speaker, *SAPICS International Conference*, Sun City, Republic of South Africa, June 28, 2011.
11. Distinguished Research Speaker, Administrative Sciences Association of Canada, Montreal, PQ, Canada, July 4, 2011.
12. Attended Hart Workshop on Humanitarian/Disaster Relief Supply Chain Management, Hamburg, Germany, January 2012.

**OTHER PROFESSIONAL ACTIVITIES:**

Reviewer for Production/Operations Management, 1981, Academy of Management.

Reviewer for Stan Hardy Award, 1981.

Discussant: Midwest AIDS Session, April 17, 1981.

Reviewer: Prentice-Hall

BPI

Brown

Irwin

Co-chairman of session at 1982 National AIDS Conference.

Discussant: National AIDS Session, November 1983.

Reviewer: Midwest AIDS, 1984

Reviewer: International Journal of Production Research, Decision Sciences, Management Science, Production and Inventory Man­agement, Journal of Operations Management, European Journal of Operations Research, Journal of Macromarketing.

Editor at large for Interfaces, 1986-87.

Reviewer for the 1986 Decision Science Institute Conference.

Reviewer and consulting editor for SRA Publications.

Chair, PIC Session, Academy of Management Conference, August, 1985, San Diego, CA.

Chair, PIC Session, Midwest Business Administration Association, March, 1986, Chicago, IL.

Regional Director of Publicity for Region XIV, APICS, 1986.

Chair, Session on JIT System, National DSI Conference, Honolulu, Hawaii, November, 1987.

Member of the Editorial Review Board, Production and Inventory Manage­ment, December, 1986.

Chair, OM Session, Midwest Business Administration Association, March 1987, Chicago, IL.

Reviewer, 1987 DSI Conference

1987 - Chair, National DSI Conference

1987 - Discussant, National DSI Conference

1987 - Technical Organizing Committee, Second International Conference in Expert Systems and the Leading Edge in Production Planning and Con­trol

1987 - Reviewer for the Second International Conference in Expert Sys­tems and the Leading Edge in Production Planning and Control

1988 - Chair, Midwest Business Administration Association.

1988 - Chair for Operations Management Tract, MBAA

1988 - Reviewer for the 1988 DSI conference - Shop Floor Control

1988 - Reviewer for the 1988 Midwest DSI Conference

1988 - Session Chair, Second International Conference in Expert Systems and the Leading Edge in Production Planning and Control

1988 - Editorial Board, Production and Inventory Management

1988 - Editor, Tool Management and Control: Conference Proceedings, October, 1988.

1989 - Track Chair in Production/Operations Management, Midwest Business Administration Association.

1989 - Chairperson, Dissertation Competition, Decision Sciences Institute.

1989 - Visiting Scholar in Manufacturing Management, San Jose State University.

1989 - Editorial Review Board, Journal of Operations Management.

1990 - Discussant, 1990 DSI Conference, San Diego, CA., Noember 20, 1990.

1990 - Member of the Certification in Integrated Resource Management (CIRM) Committee for APICS (Manufacturing Process).

1990 - Conference Proceedings Coordinator, 1991 DSI Conference, Miami, FL.

1991 - Discussant, 1991 Midwest DSI Conference, Indianapolis, IN, May, 1991.

1991 - Member of the APICS CIRM Committee on Manufacturing Processes

1991 - Software Editor, *APICS: The Performance Advantage*.

1991 - Conference Proceedings Coordinator, DSI Conference, Miami, FL.

1991 - Session Chair, Tooling, DSI Conference, Miami, FL.

1991 - Invited Member of the DSI Publications Committee, Miami, FL.

1992 - Track Chair, Students Paper Competition, Midwest DSI Conference, Kansas City, MO.

1992 - Chairperson, Publications Committee, National Decisions Sciences Institute.

1992 - Member of Operations Management Teaching Team for MUCIA. Introduced major Operations Management practices to participants in Hungary, Poland and Czechoslovakia, April 19-30, 1992.

1992 - Judge for the 1992 Donald W. Fogarty International Student Paper Competition, Sponsored by APICS.

1992 - Session Chair, Issues in Job Shop Scheduling, DSI Conference, San Francisco, CA.

1993 - Session Chair, DSI Conference, Washington, DC.

1993- Organizer, “Theory-Driven Empirical Research,” Workshop, DSI Conference, Washington, DC.

1993 - Discussant, DSI Conference, Washington, DC

1994 - Discussant, Midwest DSI Conference, Cleveland, OH.

1994 - Organizer of Roundtable on *Environmentally Responsible Manufacturing*, SME, Dearborn, MI.

1997 – Honorable Mention, Best Paper in Environmental Research, *Decision Sciences Institute National Conference.*

1997 - Associate Editor, *International Journal of Production Research*.

1999 – Faculty Advisor to Sime Curkovic, *1999 Decision Sciences Institute Elwood S. Buffa Doctoral Dissertation Competition Winner*, 1999 DSI National Conference, November, 1999, New Orleans, LA.

2000 - Session Chair, *Modeling I* – Monday, November 20, 2000, *Decision Sciences Institute 2000 Annual Meeting*, Orlando, FL, November 18-21, 2000.

2002 – Session Chair, *Decision Sciences 2002 Annual Meeting*, San Diego, CA, Nomember 2002.

2002-2003 – APICS Educational and Research Foundation Board of Directors.

2003 – Member of APICS Strategic Focus Group Committee, March 2003.

2000-present – Faculty Coordinator, Masco Leadership Program in Operations Management, joint with Masco, Executive Development Programs, and Department of Marketing and Supply Chain Management.

2003-present – Faculty Co-Director, Executive Seminar, Operatios Management and Supply Chain Management, Executive Development Programs, Michigan State University.

2004 Best Academic Paper Award, 2004 Performance Measurement Association Annual Meeting, Edinburgh, Scotland, July 2004.

2004 Track Chair, Manufacturing Management, Decisions Sciences Institute 2004 Annual Meetings. Boston, MA.

2009 – Editorial Review Board*, Journal of Supply Chain Management*.

2010 – North American Co-Editor, *Journal of Humanitarian Logistics and Supply Chain Management*.

2011 – Editorial Review Board, *Journal of Business Logistics.*

2013 – Outstanding Paper Award, *Journal of Manufacturing Technology Management*.

2014 – APICS Board of Directors. Head of Mission/Vision Committee,

2015 – APICS Board of Directors, Leadership Team Member

2015 – Keynote Speaker at the SMART Supply Chain and Logistics Management Conference, Melbourne, Australia (May).

2015 – Keynote Speaker – SAPICS Conference, Sun City, South Africa (June).

**OTHER ACTIVITIES**

Consultant to John Henry Company, Lansing, MI.

Consultant/Advisor to Hoover Universal, Whitmore Lake, MI

Consultant to the Industrial Technology Institute, Ann Arbor, MI

Consultant/Advisor to Physical Plant, Michigan State University, East Lansing, MI.

Consultant to Cedarapids Inc., Cedar Rapids, Iowa.

Consultant to Elm Plating Company, Jackson, Michigan.

Consultant to Metal Standard Corporation, Holland, Michigan.

Consultant to the Industrial Development Institute, East Lansing, Michigan

Consultant to the Spencer Iowa Plant of Eaton Corporation, Spencer, Iowa

Consultant to Technicoat Corporation, Holland, Michigan.

Consultant to Kaleidoscope Corporation of Howell, Michigan.

Consultant to Elm Plating Company, Jackson, Michigan

Consultant to Nu-Craft, Grand Rapids, Michigan

Consultant to API, Holland, Michigan

Consultant to Spartan International, Holt, Michigan

Consultant to Allied-Signal, Boyne City, Michigan

Advisor to Red Cross, Lansing, Michigan.

Advisor to Michigan Bell, Detroit, Michigan

Advisor to Spartan Motors, Charlotte, Michigan

Advisor to Lansing Toolroom, Powertrain Division, General Motors, Lansing, Michigan.

Advisor to Vultron Corporation, Rochester Hills, Michigan.

Consultant to Maysteel (Milwaukee, WI)

Advisor to Taylor Welded Blanks (Monroe, MI)

Advisor to the United States Naval Academy (Annapolis, MD)

Consultant to Spartan International (Holt, MI)

Consultant to Promega (Madison, WI)

Consultant to Americold (Appleton, WI)

Consultant to DSM (Greenville, NC)

**MEMBERSHIP IN PROFESSIONAL SOCIETIES:**

APICS (American Production and Inventory Control Society)

DSI (Decision Science Institute)

SME (Society for Mechanical Engineering)

NAPM (National Association of Purchasing Management)

POMS (Production/Operations Management Society)

Academy of Management

Institute for Supply Management (ISM)

Ontario Institute, PMAC

Alberta Institute, PMAC

Purchasing Management Association of Canada.

National Defense Industry Association.

Council of Supply Chain Management Professionals (CSCMP)

Supply Chain Management Association (Canada)

**MISCELLANEOUS**

Have worked with over 50 of America's leading manufacturing firms (including Steelcase, Twin Disc, Ingersoll Milling, Consolidated Diesel, General Electric, the Locomotive Division (Erie, PA), The Vollrath Corporation, Bently Nevada, Moog, Miles Laboratories, Kellogg’s, Masco, and Tokheim). Involved in such areas as JIT, CIM, Environmentally Responsible Manufacturing, Process Flow Analysis, and Manufacturing Resource Planning.

In July 1987, recognized in Modern Materials Handling as an expert in the theory and practice of Shop Floor Control.

Recognized as a leading expert in manufacturing and invited to participate in the Visiting Scholar in Manufacturing Management program, San Jose State University, San Jose, CA.

Co-editor (with Rob Handfield), Theory Driven Empirical Research – Special Issue in the *Journal of Operations Management* (published second quarter, 1998).

Editor, Green Paper Series for Lionheart Publisher

Software Editor, APICS: The Performance Advantage – 1990-2000.

Co-author with R.T. Christensen (Management Institute of the University of Wisconsin at Madison) of the “Back to Basics” Monthly column for *APICS: The Performance Advantage* (one of the two read articles in the journal).

Recognized as one of the 10 best MBA instructors, Business Week, 1996, 1997, 1998, 1999.

Other Information provided on request.

**References:**

Provided upon request.