

## Adrian S. Choo

Department of Supply Chain Management  
Eli Broad College of Business, Michigan State University  
(517) 432-6404; Email: [chooadri@broad.msu.edu](mailto:chooadri@broad.msu.edu)

### EDUCATION

Ph.D., Business Administration, Carlson School of Management, University of Minnesota  
M.S., Management, Faculty of Business Administration, National University of Singapore  
B.S. (Honors), Physics, Faculty of Science, National University of Singapore

### ACADEMIC EMPLOYMENT

|              |                                                                                          |
|--------------|------------------------------------------------------------------------------------------|
| 2016-present | Assistant Professor, Eli Broad College of Business, Michigan State University            |
| 2010-2016    | Assistant Professor, J. Mack Robinson College of Business, Georgia State University      |
| 2003-2010    | Assistant Professor, Lally School of Mgmt & Technology, Rensselaer Polytechnic Institute |

### PUBLICATIONS: Refereed

1. Linderman K. and **Choo A. S.** (2002) "Robust Economic Control Chart Design," *IIE Transactions*, 34, 1069-1078. (Paper was selected to be featured in *IIE Solutions* to promote greater interaction between scholars and industry.)
2. Linderman K., Schroeder R. G., Zaheer S., and **Choo A. S.** (2003) "Six Sigma – A Goal Theoretic Perspective," *Journal of Operations Management*, 21, 193-203.
3. Linderman K., Schroeder R. G., Zaheer S., Liedtke C., and **Choo A. S.** (2004) "Integrating Quality Management Practices with Knowledge Creation Processes," *Journal of Operations Management*, 22, 589-607.
4. Linderman K., Schroeder R. G., and **Choo A. S.** (2006) "Six Sigma: The Role of Goals in Improvement Teams," *Journal of Operations Management*, 24, 779-790.
5. **Choo, A. S.**, Linderman, K. W., & Schroeder, R. G. (2007) "Method and Context Perspectives on Learning and Knowledge Creation in Quality Management," *Journal of Operations Management*, 25, 918-931.
6. **Choo, A. S.**, Linderman, K. W., & Schroeder, R. G. (2007) "Method and Psychological Effects on Learning Behaviors and Knowledge Creation in Quality Improvement Projects," *Management Science*, 53, 437-450. (An earlier version was awarded 2004 Academy of Management *Chan K. Hahn Distinguished Paper Award*)
7. Schroeder, R. G., Linderman, K., Liedtke, C., & **Choo, A. S.** (2008) "Six Sigma: Definition and Underlying Theory," *Journal of Operations Management*, 24, 536-554.
8. **Choo A. S.** (2011) "Impact of a Stretch Strategy on Knowledge Creation in Quality Improvement Projects," *IEEE Transactions on Engineering Management*, 58, 87-96.
9. **Choo A. S.** (2014) "Defining Problems Fast and Slow: The U-shaped Effect of Problem Definition Time on Project Duration," *Production and Operations Management*, 23(8), 1462-1479.
10. **Choo A. S.**, Nag R., and Xia Y. (2015) "The Role of Executive Problem Solving in Knowledge Accumulation and Manufacturing Improvements," *Journal of Operations Management*, 36, 63-74.

### CONFERENCE PROCEEDINGS

- "Six Sigma: A Goal Theoretic Perspective," with R. Schroeder and K. Linderman, *Proceedings of the DSI 2001*, San Francisco, CA, November 2001.
- "Workshop: Six Sigma Quality Improvement: Definition and Research Issues," with R. Schroeder and K. Linderman, *Proceedings of the DSI 2001*, San Francisco, CA, November 2001.

“Six Sigma: Definition, Theory and Research Propositions,” with R. Schroeder and K. Linderman, *Proceedings of the DSI 2002*, San Diego, CA, November 2002.

“Social and Method Effects on Learning Behaviors and Knowledge Creation in Six Sigma Projects,” with K. Linderman and R. Schroeder, *Best Paper Proceedings of the Academy of Management Annual Conference*, New Orleans, LA, August 2004 (also won the Chan K. Hahn Distinguished Paper Award).

## PRESENTATIONS

“Robust Economic Control Chart Design,” with K. Linderman, *POM 2001*, Orlando, FL, March 2001.

“Six-Sigma: Definition, Theory and Research Propositions,” with R. Schroeder and K. Linderman, *OMS Research Seminar Series*, University of Minnesota, Minneapolis, MN, December 2001.

“Six Sigma: Developing a Definition and Theory,” with R. Schroeder and K. Linderman, *INFORMS 2001*, Miami, FL, November 2001.

“Six Sigma and Goal Theory,” with K. Linderman and R. Schroeder, *OMS Research Seminar Series*, University of Minnesota, Minneapolis, MN, December 2001.

“Knowledge: The Missing Link in Quality Management,” with R. Schroeder and K. Linderman, *POM 2002*, San Francisco, CA, April 2002.

“Panel Discussion: Integration of Knowledge Management and Quality Management,” with R. Schroeder and K. Linderman, *DSI 2002*, San Diego, CA, November 2002.

“Knowledge Creation Using a Structured Improvement Approach: Toward an Integration of Quality and Knowledge,” *OMS Research Seminar Series*, University of Minnesota, Minneapolis, MN, January 2003.

“Method and Context Perspectives on Learning and Knowledge Creation in Quality,” with K. Linderman and R. Schroeder, *AOM 2005*, Hawaii, August 2005.

“Managing Knowledge and Uncertainty in Emerging Technology: A Case of Collaborative Nanotechnology Development,” with Chris McDermott, *DSI 2005*, San Francisco, November 2005.

“Method and Psychological Effects on Learning Behaviors and Knowledge Creation in Six Sigma Projects,” with K. Linderman and R. Schroeder, *DSI 2005*, San Francisco, November 2005. (Invited)

“Academic Job Search,” doctoral consortium, *DSI 2005*, San Francisco, November 2005. (Invited)

“Six Sigma Case Studies,” panel discussion, *DSI 2005*, San Francisco, November 2005. (Invited)

“Mechanisms of the Stretch Goal Strategy and Knowledge Creation: Sense of Challenge and Goal Achievability in Six Sigma Projects,” *POM 2007*, Dallas, TX, May 2007.

“My Experience as a Juran Fellow,” *Juran Fellowship Award Luncheon*, University of Minnesota, May 2007. (Invited)

“Investigating the Effect of Stretch Goal Strategy on Knowledge Creation in Six Sigma Projects,” *Decision Science Seminar*, NUS Business School, Singapore, August 2007. (Invited)

“Bridging the Gaps: Impact of the Stretch Strategy on Knowledge Creation in Six Sigma Projects,” *POM 2008*, La Jolla, CA, May 2008. (Invited)

“Method and Psychological Effects on Learning Behaviors and Knowledge Creation in Quality Improvement Projects,” *INFORMS 2008*, Washington, DC, Oct 2008. (Invited)

“Use of Six Sigma Tools in R&D Projects,” *DSI 2008*, Baltimore, MD, Nov 2008.

“Interplay between Operational Emphasis and Innovation Orientation on Certified Process Formalization,” *INFORMS 2010*, Austin, TX, November 2010. (invited presenter, session chair)

“Problem Representations and Problem Solving Efficiency,” *POM 2011*, Reno, NV, April 2011. (invited presenter, session chair)

"Risk Communication and Safety Efficacy in Shipping," *INFORMS 2011*, Charlotte, NC, November 2011. (invited presenter, session chair)

"Risk Communication and Safety Efficacy in Shipping: A Multilevel Analysis," *POM 2012*, Chicago, IL, April 2012. (invited presenter, session chair)

"Innovation in Manufacturing Firms from an Emerging Economy," *DSI 2012*, San Francisco, CA, November 2012. (invited presenter, session chair)

"Effects of Knowledge Sources and Problem Solving Processes on Incremental versus Radical Improvements," *POM 2013*, Denver, CO, May 2013. (invited presenter, session chair)

"Innovation in Manufacturing Firms from an Emerging Economy," *POM 2013, Denver, CO, May 2013*. (invited presenter, session chair)

"POM Panel Discussion: Learning in Supply Chains," POM 2014, Atlanta, GA, May 2014 (invited organizer and panel facilitator).

"Organizational Learning in Behavioral Healthcare," POM 2014, Atlanta, GA, May 2014 (co-presenter)

"Learning through Design for Six Sigma in Behavioral Healthcare," DSI 2014, Tampa, FL, November 2014 (co-presenter).

"Generating Innovation in Manufacturing Firms from an Emerging Economy," DSI 2014, Tampa, FL, November 2014 (invited presenter).

"Learning through Design for Six Sigma Projects in Behavioral Healthcare Settings," POM 2015, Washington, DC, May 2015.

"Design for Six Sigma and Learning in Behavioral Healthcare," DSI 2015, Seattle, WA, November 2015.

"Individual and Team Learning in DFSS Projects," POMS 2016, Orlando, FL, May 2016 (invited session chair and presenter).

"Safety Issues and Behavioral Operations in Shipping," POMS 2016, Orlando, FL, May 2016 (invited presenter).

"Dual Innovation: Innovating in Both Services and Products," DSI 2016, Austin, TX, November 2016 (invited session chair and presenter).

"Learning During Six Sigma Projects in Healthcare," DSI 2016, Austin, TX, November 2016.

"Team Learning and Process Design in Behavioral Healthcare," POMS 2017, Seattle, WA, May 2017 (invited presenter).

## TEACHING

SCM 372 Manufacturing Planning & Control (Spring 2017)

### Georgia State University

MBA 8155 Operations Management (Spring 16; Spring 15; Fall 14; Spring 14;; Spring 13; Spring 12; Spring 11)

MGS 8760 Quality Management (Fall 14; Fall 15)

MGS 4700 Operations Management (Spring 2013; Spring 2012)

### Rensselaer Polytechnic Institute

MGMT 4110 Operations Management (undergraduate); MGMT 2100 Statistical Methods (undergraduate)

MGMT 6080 Networks, Innovation & Value Creation I (MBA); MGMT 6090 Networks, Innovation, & Value Creation II (MBA)

## FELLOWSHIP AND AWARDS

88-92 Local Merit Scholarship, Public Service Commission, Republic of Singapore

- 95-97 M.S. Research Scholarship, National University of Singapore
- 1998 Honorable Mention for the FBA Best M.Sc. Thesis, NUS Business School
- 2000 Juran Fellowship, Juran Center for Leadership in Quality, University of Minnesota
- 2001 Juran Fellowship, Juran Center for Leadership in Quality, University of Minnesota
- 2001 George and Marion Plossl Fellowship, APICS Educational & Research Foundation, Inc.
- 2002 Carlson School of Management Doctoral Dissertation Fellowship, University of Minnesota
- 2004 Chan K. Hahn Distinguished Paper Award, Academy of Management OM division
- 2005 RPI Junior Faculty Research Award, Lally School of Management & Technology
- 2006 RPI Junior Faculty Research Award, Lally School of Management & Technology
- 2007 Visiting Fellow, NUS Business School, National University of Singapore
- 2008 Visiting Fellow, NUS Business School, National University of Singapore
- 2009 Best Reviewer Award, Journal of Operations Management
- 2011 OM Small Grant Program (\$5,000.00)  
Department of Managerial Sciences, Robinson College of Business, Georgia State University
- 2012 Certificate of Recognition for Outstanding Teaching Performance  
Department of Managerial Sciences, Robinson College of Business, Georgia State University
- 2013 Certificate of Recognition for Outstanding Teaching Performance  
Department of Managerial Sciences, Robinson College of Business, Georgia State University
- 2014 Certificate of Recognition for Outstanding Teaching Performance  
Department of Managerial Sciences, Robinson College of Business, Georgia State University
- 2015 Certificate of Recognition for Outstanding Teaching Performance  
Department of Managerial Sciences, Robinson College of Business, Georgia State University

## DISSERTATIONS ACTIVITIES

### *Georgia State University*

#### Executive Doctoral Dissertation Committee Member:

Isabelle Monlouis;

Chair: Dr. Dan Robey (CIS), Jan 2012-April 2013.

Ted Bibbes;

Chair: Dr. Wesley J. Johnston (Marketing), March 2012-February 2013.

David Lyons;

Chair: Dr. Patricia Ketsche (Health Administration), February 2013-December 2014.

### *Rensselaer Polytechnic Institute*

#### Main Advisor (Co-Chair with C McDermott):

Chinawut Chinaprayoon (2008-2012)

#### Doctoral Dissertation Committee Member:

Omar AL-ARAIHAH (Decision Sciences and Engineering Systems Department, 2007)

Judith Walls (Enterprise Management and Organization, 2008)

Haiyuan Wang (Decision Sciences and Engineering Systems Department, 2009)

Liao Yin Chi (Enterprise Management and Organization, 2011)

## SERVICE ACTIVITIES IN ACADEMIC AND PROFESSIONAL ORGANIZATIONS

### Associate Editor

*Journal of Operations Management* (since Fall 2012).

### Editorial Review Board Member

*Quality Management Journal* (since Fall 2005)

*Decision Sciences Journal* (since Summer 2008)

*Journal of Operations Management* (Fall 2007-Fall 2012)

Local Arrangement Chair: POM Atlanta 2014

Award Panel Judge Member

Annual Mountain States Health Alliance Quality Awards (2008, 2009, 2011, 2012, 2013, 2014, 2015)

Professional Associations

|                                                                           |              |
|---------------------------------------------------------------------------|--------------|
| Member, Institute for Operations Research & Management Sciences (INFORMS) | 2002-Present |
| Member, Decision Sciences Institute (DSI)                                 | 2001-Present |
| Member, Academy of Management (AOM)                                       | 2001-2010    |
| Member, Production and Operations Management Society (POMS)               | 2003-Present |