

## 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

2022-present	Associate Professor, Eli Broad College of Business, Michigan State University
2016-2022	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: Published/Accepted

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*, 26, 536-554.  
[the paper was awarded the *Journal of Operations Management Award* for Top Cited Article 2007-2011]
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.
11. **Choo A. S.** and Grabowski M. (2018) "Linking Workplace Safety to Operational Disruptions: A Moderated Mediation Analysis in Commercial Vessels," *Journal of Business Logistics*, 36(4), 282-298.
12. **Choo A. S.**, Chandrasekaran A., and Chinaprayoon C. (2020) "The Role of Domestic and Foreign Knowledge Inflows on R&D Portfolio Mix and Innovation Outcomes: An Empirical Study of Manufacturing Firms in an Emerging Economy," *Decision Sciences Journal*, 51(2), 349-394.

13. **Choo A. S.**, Kovach, J. V. and Fredendall, L. D. (2021) “Effects of Surprises During Quality Improvement Projects: A Longitudinal Study on Method-Driven Learning in Behavioral Healthcare,” IEEE Transactions on Engineering Management, 68(6), 1758-1772.
14. **Choo A. S.**, Narayanan S. S., Srinivasan R., and Sarkar S. (2021) “Product Innovation, Service Innovation, or Both? Investigating the tension in managing innovation revenue streams for manufacturing and service firms,” Journal of Operations Management, 67(6), 704-728.  
[the paper was awarded the 2022 Jack Meredith Best Paper Award. The award recognizes the best paper published in the *Journal of Operations Management* in 2021.]
15. Srinivasan R., **Choo A. S.**, Narayanan S. S., and Sarkar S. (2021) “Knowledge sources, innovation objectives, and their impact on innovation performance: Quasi-replication of Leiponen and Helfat (2010),” Strategic Management Journal, 42(11), 2104-2136.
16. **Choo A. S.** (2022) “Solving Problems Efficiently in R&D Projects: An Empirical Study of the Application of Six Sigma Tools in an Industrial Research Center,” IEEE Transactions on Engineering Management, 69(6), 2530-2543.

## CONFERENCE PROCEEDINGS

- “Six Sigma and Goal Theory,” with R. Schroeder and K. Linderman, *Proceedings of the DSI 2001*, San Francisco, CA, November 2001.
- “Six Sigma: Definition 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).

## FELLOWSHIP AND AWARDS

- |      |  |
|------|--|
| 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)<br>Department of Managerial Sciences, Robinson College of Business, Georgia State University                             |
| 2012 | Certificate of Recognition for Outstanding Teaching Performance<br>Department of Managerial Sciences, Robinson College of Business, Georgia State University |
| 2013 | Certificate of Recognition for Outstanding Teaching Performance<br>Department of Managerial Sciences, Robinson College of Business, Georgia State University |
| 2014 | Certificate of Recognition for Outstanding Teaching Performance<br>Department of Managerial Sciences, Robinson College of Business, Georgia State University |
| 2015 | Certificate of Recognition for Outstanding Teaching Performance<br>Department of Managerial Sciences, Robinson College of Business, Georgia State University |
| 2022 | Jack Meredith Best Paper Award, Journal of Operations Management   |

## PRESENTATIONS

- “Robust Economic Control Chart Design,” with K. Linderman, *POM 2001*, Orlando, FL, March 2001.
- “Six Sigma: Developing a Definition and Theory,” with R. Schroeder and K. Linderman, *INFORMS 2001*, Miami, FL, November 2001.
- “Workshop: Six Sigma Quality Improvement: Definition and Research Issues,” with R. Schroeder and K. Linderman, *DSI 2001*, San Francisco, CA, November 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 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 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)

"Manufacturing Innovation 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).

"Dual Innovation, Innovation Abandonment and Innovation Performance," INFORMS 2017, Houston, TX, October 2017 (invited presenter)

"Behavioral Aspects of Operational Excellence," POMS 2018, Houston, TX, May 2018 (invited presenter)

"Empirical Research in Supplier Innovation," POMS 2018, Houston, TX, May 2018 (invited session chair and presenter)

"Frontiers in Quality Management," DSI 2018, Chicago, IL, November 2018 (invited panel chair and facilitator)

"Knowledge Sources, Knowledge Objectives and Innovation Performance," POMS 2019, Washington, DC, May 2019 (invited presenter)

"Events Violate Expectations: Learning During Quality Improvement Projects," POMS 2019, Washington, DC, May 2019 (invited presenter)

"Quasi-replication and extension of knowledge sources, objectives and innovation performance," DSI 2019, New Orleans, LA, November 2019 (invited presenter)

"Geographic scope of arcs of integration and innovation performance," DSI 2020, November 2020, with Hugo DeCampos (presenter), Ravi Srinivasan, Sriram Narayanan, Adrian Choo.

"Maintenance Management in Hospitals," DSI 2021, November 2021, (invited presenter), with Bart Lameijer, Jiju Antony.

"Ethical Practices in Supply Chain," DSI 2022, November 2022, (invited presenter), with Yusen Xia.

## TEACHING

### Michigan State University

SCM 372 Manufacturing and Service Operations Management (Spring 2017, Spring 2018, Spring 2019, Spring 2020, Spring 2021, Summer 2021, Fall 2021, Spring 2022, Spring 2023)

MBA 821 Introduction to Supply Chain Management Concepts (Fall 2022)

### Advisor to Student Organizations:

DNA consulting (Spring 2021-present)

Spartan Advanced Degree Consulting Club (Fall 2022-present)

### 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)

## DISSERTATIONS ACTIVITIES

### *Michigan State University*

#### PhD Thesis Committee Member:

Zhenzhen Yan

Tentative Dissertation Subject: Study on sourcing strategy

Chairs: Dr. Narayanan and Dr. Schoenherr, November 2020 - 2022

#### Master Thesis Committee Member:

Jooyeon Kim

Thesis title: Designing quality of Form-Fill-Seal packaging systems using QFD

Chair: Dr. Mario Rubino (School of Packaging), May 2018-June 2019.

### *Georgia Institute of Technology*

#### PhD Thesis Committee Member:

Shubhobrata Palit

Tentative Dissertation Subject: Innovation in supply networks

Chairs: Dr. Manpreet Hora and Dr. Soumen Ghosh, October 2021 - current

### *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)

*Decision Sciences Journal* (since 2023)

Editorial Review Board Member

*Quality Management Journal* (since Fall 2005)

*Decision Sciences Journal* (Summer 2008-2017, 2020-2023)

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

Doctorial Consortium Organizing Committee Member: DSI 2021 Doctoral Consortium

Track Chair: (1) DSI 2020 San Francisco (Doctoral Research Showcase); (2) DSI 2019 New Orleans (Quality Management and Lean Operations)

Co-Track Chair: (4) POMS 2023 (Operational Excellence); (3) POMS 2021 (Empirical Research in OM); (2) POMS 2020 Minneapolis (Empirical Research in OM); (1) DSI 2018 Chicago (Quality Management and Lean Operations)

Local Arrangement Chair: POM 2014 Atlanta

Award Panel Judge Member

Ballad Health Excellence Awards (2019)

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

Professional Associations

Member, Decision Sciences Institute (DSI)	2001-Present
Member, Institute for Operations Research & Management Sciences (INFORMS)	2002-Present
Member, Production and Operations Management Society (POMS)	2003-Present
Member, Academy of Management (AOM)	2001-2010, 2022-2023