Kevin Linderman

Professor of Operations Management

University of Minnesota
Carlson School of Management
Department of Operations & Management Science
3-235 CarlSMgmt Building
321-19th Avenue South
Minneapolis, MN 55455

E-Mail: linde037@umn.edu
Phone: (612)626-8632

Education:

Case Western Reserve University **Cleveland, OH**
Weatherhead School of Management
Department of Operations Research and Operations Management
Ph.D. in Operations Research with concentration in *Operations Management*, August, 1998
Dissertation Topic: Design of a Multivariate Exponentially Weighted Moving Average Control Chart based on Economic, Statistical, and Managerial considerations.
4.0/4.0 G.P.A. in all coursework at CWRU

Case Western Reserve University **Cleveland, OH**
Weatherhead School of Management
Department of Operations Research and Operations Management
Master of Science in Management Science with concentration in *Operations Management*, August 1996

Miami University **Oxford, OH**
Master of Science in Mathematics, August 1989

Minnesota State University **Moorhead, MN**
Bachelor of Arts in Mathematics & Philosophy, May 1987

Awards and Honors: Elected officer of Operations Management Division of Academy of Management, 2010 Elwood S. Buffa Doctoral Dissertation Award (Co-advisor), 2008 Decision Science Journal Best Paper Award Finalist, 2008 Chan Hahn Best Paper Award Finalist, 2006 Elwood S. Buffa Doctoral Dissertation Award (Co-advisor), 2004 Academy of Management Chan K. Hahn Distinguished Paper Award, Graduate Dean's Instructional Excellence Award 1996-97 (outstanding teaching ratings which range from 4.5/5.0 to 4.7/5.0), Dean's Award (4.0/4.0 G.P.A. in coursework), Omega Rho Honor Society, Nominated for the 1997 INFORMS Doctoral Student Colloquium.

Professional Affiliations: American Society for Quality, Production and Operations Management Society, Institute For Operations Research and Management Science, Academy of Management, Decision Sciences Institute.

Teaching:

- *University of Minnesota*: Core Operations Management (Executive MBA, MBA, MOT, and Undergraduate), Quality Management (Undergraduate, MBA, PhD), Supply Chain Security Infrastructure (MSST), Security Technologies Practicum (MSST), Business Statistics (Undergraduate).
- *Sogang University(Seoul Korea)*: Taught Quality Management & Six Sigma to MBA students.
- *Vienna University of Economics and Business* (Vienna Austria) Executive Education in Process Improvement.
- *Case Western Reserve University*: Core Operations Management (Undergraduate), developed undergraduate Quality Control and Management course.
- *University of District of Colombia*: Taught Mathematics courses in Pre-calculus and Algebra
- *Miami University*: Taught Mathematics courses in Calculus, Pre-calculus, and Algebra.

Institutional Research/Consulting: I have had several opportunities to work with industry and obtained many fertile research topics from these experiences. The firms that I have worked with vary from small manufacturing companies to firms in the fortune 500. The variety of employees that I have interacted with range from the CEO level to shop floor employees. Some of the problem areas that I have worked on include: Quality Management, Six Sigma, e-commerce & Supply Chain strategy, Scheduling, Shop Floor Control, Aggregate Planning, and Chemical Blending Problems. See rest of Curriculum Vitae for more details.

PROFESSIONAL EXPERIENCE

2012-Present **University of Minnesota, Carlson School of Management**
Department: *Supply Chain & Operations*
Title: *Professor*

2005-2012 **University of Minnesota, Carlson School of Management**
Department: *Operations & Management Science*
Title: *Associate Professor*

1998-2005 **University of Minnesota, Carlson School of Management**
Department: *Operations & Management Science*
Title: *Assistant Professor*

1990 - 1993 **Electronic Data Systems (EDS)**
Title : *Systems Engineer/Analyst - 3.5 years*
Assignments at EDS:

Energy Management Associates (EMA) - Atlanta, GA
EMA is a utility industry consulting company which EDS purchased. I worked on projects, enhancements, and maintenance's to PROMOD III - a software product which simulates the operation of utility company to estimate the production cost of energy generation.

Service Parts Operation of General Motors - Flint, MI
Performed enhancements and maintenance to the *Purchasing* department's software. This included a *Buyer Review* system which assisted buyers in making supplier selection decisions by capturing information such as price, quality, and delivery lead time.

EDS Technical Service Division - Troy, MI
I worked with Division Director of Quality in developing a *Process Documentation System* and *Systems Life Cycle Methodology* training classes.

General Motors Stamping Plant - Parma, OH
I performed enhancements and maintenance to software that scheduled builds and orders material for *Just In Time* inventory control system. I also developed shop floor schematics of the plant using *AutoCad*.

Chevrolet Central Office - Warren, MI
I performed PC support for over 500 customers using Microsoft *Word, Excel, Lotus, Norton Utilities, etc.*

TEACHING EXPERIENCE

2009-2010 **Vienna University of Economics and Business**, Vienna Austria, Taught Executive course in Process Improvement.

2007 **Sogang University**, Seoul Korea, Taught MBA course in Quality Management and Six Sigma.

2012 - present **University of Minnesota,** *Professor*, with tenure,
Taught undergraduate courses in Operations Management and Business Statistics, MBA & PhD courses in Quality Management, MBA & Executive MBA courses in core Operations Management, Operations Competitiveness in Management of Technology program, Supply Chain Security Infrastructure in MSST program, Security Technologies Practicum in MSST program.

1998 - 2005 **University of Minnesota,** *Associate Professor*, with tenure.

1998 - 2005 **University of Minnesota,** *Assistant Professor*, tenure track.

1994 - 1998 **Case Western Reserve University,** *Graduate Assistant*, Taught undergraduate courses in Operations Management. Provided teaching assistance for MBA and Executive MBA courses in Operations Management, Total Quality Management, and Operations Design and Quality Control. Also Supervised Senior Research Projects for undergraduate students in Mechanical Engineering and Management Science (research topics were in the area of Quality Control)

1989 **University of District of Columbia,** *Visiting Instructor*, Taught undergraduate courses in Mathematics.

1987 -1989 **Miami University,** *Graduate Assistant*, Taught undergraduate courses in Calculus and Pre-Calculus.

CONSULTING PROJECTS

Select Comfort
Developed and conducted training in process improvement methods and process mapping.

GE Fleet Services
Provided consulting advice on Model Validation, Model Fit, Model Fit Error Analysis, and Model Selection for quantitative models to estimate equipment failures of vehicles. This was part of Six Sigma project to design a system that evaluates vehicle replacement strategies.

Keystone Computer Solutions, Inc.
Advised on issues related to supporting 3M's (their primary customer) Six Sigma initiative.

Schwan's Foodservice
Supervised team of Carlson School of Management MBA students in developing an e-commerce/supply chain strategy.

PCC Airfoils
PCC Airfoils makes precision cast parts for aircraft engines. With increase demand over the past few years they have run into capacity constraints on their furnaces. This project entailed developing a strategy to minimize changeovers on the furnaces and to develop a Discrete Event Simulation model for the furnaces. The simulation model created a dispatch list with the objective of maximizing machine utilization and meeting customer due dates.

GEON Corp
GEON Corp is a fortune 500 company that supplies Polymer resins and compounds to manufacturing firms. GEON is currently undergoing implementation of the SAP planning and operations software. This project entailed evaluating the forecasting module of SAP, testing its validity, and making recommendations for implementation of a forecasting system.

MacMillian Bloedel
MacMillian Bloedel is in the paper container business and makes over 90% of incandescent light bulb containers in the U.S. This project served as part of a Total Quality Management project at MacMillian Bloedel with the objective of resolving two problems; first reduce machine setup times, and secondly identify sources of raw material waste. This project entailed working as part of a multifunctional team that included Managers, Supervisors, and Plant Floor Employees. In addition, a scheduling algorithm was developed to help Plant Floor Employees perform setups quicker.

TBN Holdings, Inc.
TBN Holdings, Inc. is in the chemical and solvent waste reclamation business. This project contained two phases:

1. Develop an optimization model to blend chemical wastes into fuel for a cement kiln.
2. Develop an optimization model to blend chemical and solvent waste so that it can be resold on the open market.

American Greetings
American Greetings is headquartered in Cleveland Ohio, and is known for making greeting cards, gift wrap paper, picture frames, and novelty items. I worked on a project that automated the display of cards based on market demographic considerations. I also developed a database to maintain the status of customers for *Acme Frames* (*Acme Frames* is a division of American Greetings).

REFEREED PUBLICATIONS

1. Chandrasekaran, A., Linderman, K. (forthcoming) "Managing Knowledge Creation in High-Tech R&D Projects: A Multi-method Study", *Decision Science*

2. Sanders, J., Schroeder, R.G., Linderman, K. (forthcoming) Process management, innovation and efficiency performance: the moderating effect of competitive intensity, *Business Process Management Journal*

3. Zhang, D., Linderman, K., and Schroeder, R.G. (forthcoming) "Customizing Quality Management Practices: A Conceptual and Measurement Framework", *Decision Science*

4. Azadegan, A., Patel, P., Zangoueinezhad, A., Linderman, K. (forthcoming) "The effect of environmental complexity and environmental dynamism on lean practices", *Journal of Operations Management*

5. Chandrasekaran, A., Linderman, K., and Schroeder, R.G., (2012) "Capabilities for Ambidexterity in High Technology Organization", *Journal of Operations Management,* 30(1/2), 12-23.

6. Zhang, D., Linderman, K., and Schroeder, R.G. (2012) "The Moderating Role of Contextual Factors on Quality Management Practices", *Journal of Operations Management,* 30(1/2), 134-151.

7. Linderman, K., Schroeder, R. G., Sanders, J. (2010) "A Knowledge Framework Underlying Process Management Systems", *Decision Science*, 41(4), 689-719.

8. Liedtke, C., Schroeder, R.G., Linderman, K., Rickard, J. (2010) "Views of Executives on Preserving Quality Superiority", *Quality Progress*, 43(7), 24-29.

9. Linderman, K., Chandrasekaran, A. (2010) "The Progress and Exchange of Knowledge in Operations Management", *Journal of Operations Management* 28, 357-366.

10. Naor, M., Linderman, K., and Schroeder, R.G. (2010) "The globalization of operations in Eastern and Western countries: Unpacking the relationship between national and organizational culture and its impact on manufacturing performance", *Journal of Operations Management* 28(3), 194-205.

11. Zhang, W., Hill, A.H., Schroeder, R. G., Linderman, K. (2008) "Project Management Infrastructure: The Key to Operational Performance Improvement", *Operations Management Research* 1(1), 40-52. (Academy of Management 2008 *Chan Hahn Best Paper Award Finalist*)

12. Naor, M., Goldstein, S.M., Linderman, K., Schroeder, R. G. (2008) "The Role of Culture Types as Exogenous Drivers of Quality Management Practices:

Infrastructure versus Core Quality Practices", *Decision Science* 39(4), 671-702. (Nominated for *Decision Science Best Paper Award* for 2008).

13. Shah, R., Chandrasekaran, A., Linderman, K, (2008) "In pursuit of implementation patterns: In the context of lean and Six Sigma", *International Journal of Production Research*, 46(23).

14. Choo A., Linderman, K., Schroeder, R. G. (2007) "Method and Context Perspectives on Learning and Knowledge Creation in Quality Management", *Journal of Operations Management*, 25(4), 918-931

15. Choo A., Linderman, K., Schroeder, R. G. (2007) "Social and Method Effects on Learning Behaviors and Knowledge Creation in Six Sigma Projects", *Management Science*, 53(3), 437-450.

16. Schroeder R. G., Linderman, K. , Liedtke, C., and Choo, A. (2008) "Six Sigma: Definition and Theory", *Journal of Operations Management*, 24(4), 536-554. (Third most downloaded article from the Journal of Operations Management)

17. Linderman, K., Schroeder, R. G., Choo, A. (2006) "Six Sigma: The Role of Goals in Improvement Teams", *Journal of Operations Management*, 24(6), 779-790.

18. Schroeder, R. G., Linderman, K., Zhang, D. (2005) "Evolution of Quality: First Fifty Issues of Production and Operations Management", *Production and Operations Management*, 14(4), 468-481.

19. Linderman, K., McKone, K. , Anderson, J. (2005)"An Integrated Systems Approach to Process Control and Maintenance", *European Journal of Operations Research*, 164(2), 324-340.

20. Linderman, K., Schroeder, R. G., Liedtke, C., Zaheer, S., Choo, A. (2004) "Integrating Quality Management Practices with Knowledge Creation Processes", *Journal of Operations Management*, 22(6), 589-607.

21. Flowers, A. D. and Linderman, K. (2003) "Hazardous Waste Disposal: A Waste-Fuel Blending Approach", *Production and Operations Management*, 12(3), 307-319.

22. Linderman, K., Schroeder, R. G., Zaheer, S., and Choo, A. (2003) "Six Sigma: A Goal Theoretic Perspective", *Journal of Operations Management*, 21, 193-203.

23. Love, T. E. and Linderman, K. (2003) "A Weibull Process Failure Mechanism for the Economic Design of MEWMA Control Charts", *Journal of Statistical Computation and Simulation*, 73 (3), pages 195-202.

24. Linderman, K. and Choo, A. (2002) "Robust Economic Design of Control Charts", *IIE Transactions*, 34, pages 1069-1078. (Paper also selected to be

featured in *IIE Solutions* to promote greater interaction between academe and industry.)

25. Linderman, K. and Love, T. E. (2000) "Economic Statistical Design of MEWMA Control Charts", *Journal of Quality Technology*, 32 (4), pages 410-417.

26. Linderman, K. and Love, T. E. (2000) "Implementing Economic Statistical Design of MEWMA Control Charts", *Journal of Quality Technology*, 32 (4), pages 457-463.

REFEREED PROCEEDINGS

1. Evans, J., Foster, T., Linderman, K. (2013) "A Content Analysis of Quality Management Research." *22nd International Conference on Production Research*.

2. Chandrasekaran, A., Linderman, K., Schroeder, R.G. (2008) "Managing Innovation and Improvement in High Technology Organizations: Evidence from Multiple Case Studies."*Academy of Management Proceedings*. 297-303.

3. Zhang, W., Hill, A.H., Schroeder, R. G., Linderman, K. (2008) "Disciplined Project Management: The Key to Process Improvement Program Success", *Academy of Management Proceedings*. (*Chan Hahn Best Paper Award Finalist*)

4. Chandrasekaran, A., Linderman, K, Schroeder, R. G. (2008), "Managing Innovation and Improvement Dilemma in High Technology Organizations-Evidence from Multiple Case Studies", *Proceedings of Academy of Innovation and Entrepreneurship, Tsinghua University, Beijing, China*.

5. Flowers, A. D., Garg, A., Linderman, K (2006), "A Branch and Bound Procedure for Minimizing Setup Time for a Complex Crew Setup", *Productions and Operations Management Proceedings Boston MA*, May 2006.

6. Linderman, K., Schroeder, R. G., Liedtke, C., Choo, A. (2005) "Six Sigma: Establishing a Global Definition", *Pan Pacific Conference Proceedings, Shanghai, China*, May 2005.

7. Choo, A., K. Linderman, R. Schroeder (2004), "Social and Method Effects on Learning Behaviors and Knowledge Creation in Six Sigma Projects", *Academy of Management Proceedings New Orleans LA*, August 2004.

8. Linderman, K., (2003) "Environmental Management: A Management Theory and Modeling Approach", *Proceedings Decision Science Institute at Washington D.C.*, November 2003.

9. Linderman, K., R. Schroeder, and A. Choo (2001) "Six Sigma: A Goal Theoretic Perspective", *Proceedings Decision Science Institute at San Francisco*, November 2001.

10. Linderman, K. and J. C. Anderson (2000) "Economic Impact of Investment in Performance Improvement Initiatives on Traditional Quality Management Practices", *Proceedings POMS International Conference at Seville*, August 2000.

PUBLICATIONS UNDER REVIEW

1. Chandrasekaran, A., Linderman, K., Benner, M., and Schroeder, R.G. Managing Exploration and Exploitation Project Shifts in High-Tech Organizations: Evidence from Case Studies. *Organization Science*, under 3rd review

2. Chandrasekaran, A., Linderman, K., and Schroeder, R.G., A Multilevel Investigation of Structural Ambidexterity in High Technology Organizations, *Production and Operations Management*, under 2nd review.

3. Patel, P., Linderman, K., Manufacturing Resilience: Examining the Benefits of Flexibility in Demand Disruptions, *Journal of Operations Management,* under review

4. Jacobs, B., Swink, M., Linderman, K., Performance Effects of Early and Late Adoptions of Adaptable Administrative Innovations, *Production and Operations Management,* under 2nd review.

5. Su, H., Linderman, K., Schroeder, R. G., Van de Ven, A.V., A Comparative Case Study of Sustaining Quality as a Competitive Advantage, *Journal of Operations Management,* under 2nd review.

6. Su, H., Linderman, K., An Empirical Investigation in Sustaining High Quality Performance, *Journal of Operations Management,* under 2nd review.

7. Kim, Y., Chen, Y., Linderman, K., Supply Network Disruption and Resilience: A Network Structural Perspective, *Journal of Operations Management,* under review.

8. Su, H., Dhanorkar, S., Linderman, K., Adopting New Management Standards: 'Wait & Learn' versus 'Rush & Adopt', *Production and Operations Management,* under review.

9. Evans, J., Foster, T., Linderman, K., A content analysis of research in quality management and a proposed agenda for future research, *Quality Management Journal,* under 2nd review.

10. Zhang, D., Linderman, K., Schroeder, R.G., Does the Rationale for Implementing Quality Management Practices Matter?, *Quality Management Journal*, under review.

11. Dhanorkar, S., Donohue, K., Linderman, K., The Promise & Challenges of Online Material & Waste Exchanges: Overcoming the Last Hurdle, *Production and Operations Management*, under review.

RESEACH MONOGRAPHS

1. Flowers A. D. and K. Linderman (1996), "Cemtech Fuel Blending", *Operations manual for cement kiln fuel blending for TBN Holdings, Inc*.

2. Flowers A. D. and K. Linderman (1996), "Southeast Chemical Reclamation Blending", *Operations manual for blending reclaimed chemicals for TBN Holdings, Inc*.

3. Flowers A. D. and K. Linderman (1995), "Setup Time Reduction for Printing Press Operations", *Report on Setup Time reduction using SMED & TQM principles for MacMillian Bloedel*.

4. Flowers A. D. and K. Linderman (1995), "Waste Reduction for Printing Press Operations", *Report on reducing material waste using TQM principles for MacMillian Bloedel*.

RESEARCH GRANTS

1. "Sustaining High Quality Performance in Organizations", *National Science Foundation Grant*, Co-PI, with Roger Schroeder and Andrew H Van De Ven, $496,206.

2. "Deploying RFID in Healthcare Industry", *Medical Industry Leadership Institute Grant*, with Saif Benjaafar and Karen Donohue, $15,000.

3. "Sustaining a Quality Advantage", *McKnight Grant*, $7,500.

4. "Knowledge creation and diffusion in organizations using the Six Sigma approach", *National Science Foundation Grant*, Co-PI, with Roger Schroeder and Srilata Zaheer, $314,000.

CASE DEVELOPMENT

<u>Cases published through the Juran Center/OMS Department Six Sigma case writing initiative:</u>

- 6S 51-04 *Six Sigma at 3M* (by Arthur V. Hill and Kevin Linderman; topics include organizational change, quality management program)

- 6S 52-01 *Six Sigma at Luther Midelfort* (by Michele St. Martin, Denise Parker, Kevin Linderman, and Arthur V. Hill; topics include Six Sigma, implementation).

- 6S 52-02 *Six Sigma at Mecotronic* (by Santos Matos, Suri Tanzil, Kevin Linderman, and Arthur V. Hill; the topic is Six Sigma implementation), draft version.

- 6S 52-03 *Six Sigma at Carlson Companies* (by Christopher Gustilo, Javier Ruiz, Kevin Linderman, and Arthur V. Hill; the topic is Six Sigma implementation), draft version.

PRESENTATIONS

1. "Adopting Administrative Innovations a Race or Resource?" *Fall 2013 INFORMS Conference,* Minneapolis, MN with Suvrat Dhanorkar and Hung-Chung Su (invited)
2. "Preventing Retail Theft: A Test Routine Activity Theory" *Fall 2013 INFORMS Conference,* Minneapolis, MN with Christopher Swanton and Johnny Rungtusanatham
3. "The Effect of External Triggers on the Adoption of Environmental Improvements" *Fall 2013 INFORMS Conference,* Minneapolis, MN with Suvrat Dhanorkar and Enno Siemsen
4. "The Promise & Challenges Of Online Industrial By-Products Markets" *Fall 2013 INFORMS Conference,* Minneapolis, MN with Suvrat Dhanorkar and Karen Donohue
5. "Conducting Empirical Research in Quality Management" *Summer 2013 University of Strathclyde*, Glasgow, Scotland.
6. "Walking the Walk Versus Talking the Talk: Impact of Environmental Communications and Actions on Firm Performance" *Spring 2012 Productions and Operations Management Conference,* Chicago, IL with Suvrat Dhanorkar
7. "Defining Supply Chain Security" *Spring 2012 Productions and Operations Management Conference,* Chicago, IL with Christopher Swanton and Johnny Rungtusanatham
8. "Knowledge Creation in NPD Projects for High Technology Organizations: A Multi-method Study" *Spring 2011 Productions and Operations Management Conference,* Reno, NV with Aravind Chandrasekaran
9. The Moderating Role of Contextual Factors on Quality Management Practices *Spring 2011 Productions and Operations Management Conference,* Reno, NV with Dongli Zhang and Roger Schroeder
10. Navigating through a National Science Foundation Grant, *Fordham University*, Spring 2011
11. "Maintaining High Quality Performance in an Increasingly Dynamic Environment" *Fall 2010 Decision Science Institute Conference*, San Diego, CA with Hung Chung Su.
12. "Sustaining High Quality Performance In An Increasingly Dynamic Environment" *Fall 2010 Decision Science Institute Conference*, San Diego, CA with Hung Chung Su.
13. "Competing Effects of Psychological Safety and Team Heterogeneity on Knowledge Creation in R&D Projects" *Fall 2010 Decision Science Institute Conference*, San Diego, CA with Aravind Chandrasekaran.
14. "Sustaining Quality Performance through Collective Mindfulness", *Fall 2010 INFORMS Conference,* Austin, TX with Hung Chung Su.
15. "Effects of Organizational Context in Knowledge Creation in R&D Projects", *Fall 2010 INFORMS Conference,* Austin, TX with Aravind Chandrasekaran.

16. "A Contingency Theory Perspective of Explorative and Exploitative Learning", *Spring 2010 Productions and Operations Management Conference,* Vancouver, Canada with Aravind Chandrasekaran and Hung-Chung Su.
17. "Dynamics of Sustaining High Quality Performance" *Fall 2009 Advanced Strategic Improvement Practices Conference,* Excelsior, MN.
18. "Implementation of Quality Exploitation versus Quality Exploration: Institutional or Rational?" *Fall 2009 Decision Science Institute Conference,* New Orleans, LA, with Dongli Zhang and Roger Schroeder.
19. "Quality Management Systems: A Dynamic Fit Theory for Continuing Competitive Advantage" *Fall 2009 Decision Science Institute Conference,* New Orleans, LA, with Hung-Chung Su
20. "Explaining Structural Ambidexterity in High Technology Organizations" *Fall 2009 Decision Science Institute Conference,* New Orleans, LA, with Aravind Chandrasekaran and Roger Schroeder.
21. "Explaining Structural Ambidexterity in High Technology Organizations: A Multilevel Perspective" *Fall 2009 INFORMS Conference,* San Diego, CA, with Aravind Chandrasekaran and Roger Schroeder.
22. "Teaching Human Behavior in Operations-Related Courses" *Spring 2009 Productions and Operations Management Conference,* Orlando, FL, invited.
23. "Zen and the Art of Teaching Quality Management" *Spring 2009 Productions and Operations Management Conference,* Orlando, FL, invited.
24. "Implementation of Quality Exploitation versus Quality Exploration: Institutional or Rational?" *Spring 2009 Productions and Operations Management Conference,* Orlando, FL, with Dongli Zhang and Roger Schroeder.
25. "The Moderating Role of Contextual Factors: Performance Implications of Quality Exploration versus Quality Exploitation" *Fall 2008 Decision Science Institute Conference,* Baltimore, MD, with Dongli Zhang and Roger Schroeder.
26. An Empirical Examination of the Linkage Between Organizational Culture, Process Management, and Performance" *Fall 2008 Decision Science Institute Conference,* Baltimore, MD, with Aravind Chandrasekaran and Roger Schroeder.
27. "Managing Innovation and Improvement in High Technology Organizations" *Fall 2008 Decision Science Institute Conference,* Baltimore, MD, with Janine Sanders and Roger Schroeder.
28. "Process Improvement Program Management and Organizational Performance", *Summer Academy of Management Conference,* Anaheim, CA with Weiyong Zhang, Arthur V Hill, Roger Schroeder (OM Division Chan Hahn Best Paper Award Finalist).
29. "Managing the Innovation and Improvement Dilemma - Evidence from Multiple Case Studies", *Summer Academy of Management Conference,* Anaheim, CA with Aravind Chandrasekaran, Roger Schroeder.
30. "Six Sigma Tools/Method in the Global Context: If you have a hammer, should you use it?", *Spring 2008 Michigan State University*.
31. "Managing the Innovation-Improvement Dilemma in High Velocity Environments: Evidence from Multiple Case Studies", *Spring 2008 Productions and Operations Management Conference,* La Jolla, CA with Aravind Chandrasekaran and Roger Schroeder.
32. "The Relationship Between National and Organizational Culture and their Impact on Manufacturing Performance", *Spring 2008 Productions and Operations Management Conference,* La Jolla, CA with Michael Naor and Roger Schroeder.
33. "The Moderating Role of Contextual Factors: Performance Implication of Quality Exploitation versus Quality Exploration," *Fall 2007 Decision Science Institute Conference,* Phoenix, AZ, with Dongli Zhang and Roger Schroeder.

34. "Managing the Innovation - Improvement Dilemma: Evidences from multiple case studies" *Fall 2007 INFORMS Conference*, Seattle, WA, with Aravind Chandrasekaran and Roger Schroeder.
35. "The Effects of National Culture on Process Improvement Teams: An Exploratory Study" *Fall 2007 INFORMS Conference*, Seattle, WA, with Adrian Choo.
36. "Quality Control versus Quality Learning: Discrimination and Measurement", *Spring 2007 Productions and Operations Management Conference,* Dallas, TX with Dongli Zhang and Roger Schroeder.
37. "Balancing between Innovation and Improvement Activities: Antecedents and Performance Implications" *Fall 2006 Decision Science Institute Conference*, San Antonio, TX, with Aravind Chandrasekaran and Roger Schroeder.
38. "The mistmatch between organizational and national culture: Does culture fit effect performance?" *Fall 2006 Decision Science Institute Conference*, San Antonio, TX, with Michael Naor and Roger Schroeder.
39. "Unraveling Process Management: An Empirical Examination of Definition and Measurement" *Fall 2006 Decision Science Institute Conference*, San Antonio, TX, with Janine Sanders and Roger Schroeder.
40. "Problem Solving Tools and Problem Complexity: A Fit Theory Perspective" *Rensselaer Polytechnic Institute, The Lally School of Management and Technology*, invited presentation, November 8, 2006.
41. "Discriminate and Measure Total-Quality Control Versus Total-Quality Learning", *Spring 2006 Productions and Operations Management Conference,* Boston MA, with Dongli Zhang and Roger Schroeder.
42. "A Branch and Bound Procedure for Minimizing Setup Time for a Complex Crew Setup", *Spring 2006 Productions and Operations Management Conference,* Boston MA, with A. Dale Flowers and Amit Garg.
43. "Minimizing Setup Time for a Complex Crew Setup," *Fall 2005 INFORMS Conference*, San Francisco, CA, with A. Dale Flowers and Amit Garg.
44. "Six Sigma Case Studies," (Panel Discussant) *Fall 2005 Decision Science Institute Conference*, San Francisco, CA.
45. "An Emergent Definition of Six Sigma," *Fall 2005 Decision Science Institute Conference*, San Francisco, CA with Adrian Choo and Roger Schroeder.
46. "Methodological and Psychological Effects on Learning Behaviors and Knowledge Creation in Six Sigma Projects," *Fall 2005 Decision Science Institute Conference*, San Francisco, CA with Adrian Choo and Roger Schroeder.
47. "Six Sigma: Establishing a Global Definition", *Pan Pacific Conference, Shanghai, China*, May 2005 with Roger Schroeder, Adrian Choo, Charles Liedtke.
48. "Connecting Quality Management and Knowledge Management" (Panel Chair and Discussant), *Fall 2004 Decision Science Institute Conference*, Boston, MA.
49. "Translating Theory into Action: A Case Study" (Professional Development Workshop on The Creative, Absorptive And Destructive Capacity Of Operations And Management Strategy OM & BPS: Actionable Capacity?), *Summer 2004 Academy of Management Conference*, New Orleans, LA.
50. "Social and Method Effects on Learning Behaviors and Knowledge Creation in Six Sigma Projects", *Summer 2004 Academy of Management Conference*, New Orleans, LA.
51. "Six Sigma for MBA's: A Journey in Teaching Quality" (Panel Discussant), *Fall 2004 Decision Science Institute Conference*, Boston, MA.
52. "Six Sigma & Goal Theory: Connecting Quantitative Methods to Organizational Behavior" (Plenary Panel Discussion), *Spring 2004 American Statistical Association Quality and Productivity Research Conference*, Raleigh, NC.
53. "Six Sigma Adoption: The Role of Adoption Motivation, Organizational Structure, and Culture," *Fall 2003 Decision Science Institute Conference,* Washington, DC.

54. "Environmental Management: A Management Theory and Modeling Approach," *Fall 2003 Decision Science Institute Conference*, Washington, DC.
55. "Statistics, Quality, and Reliability" (Panel Discussion), *Spring 2003 Mechanical Engineering Department Symposium on Undergraduate Education*, Minneapolis Minnesota.
56. "Lean and Six Sigma", *Spring 2003 Production and Operations Management Society Conference*, Savannah, Georgia, with Rachna Shah.
57. "Quality Management and Knowledge Management" (Panel Discussion), *Fall 2002 Decision Science Institute Conference*, San Diego, California, with Roger Schroeder and Adrian Choo.
58. "Knowledge: The Missing Link in Quality Management", *Spring 2002 Production and Operations Management Society Conference*, San Francisco, California, with Roger Schroeder and Adrian Choo (invited).
59. "Six Sigma Quality Improvement: Definition and Research Issues" (Workshop), *Fall 2001 Decision Science Institute Conference*, San Francisco, California, with Roger Schroeder and Adrian Choo.
60. "Six Sigma: A Goal Theoretic Perspective", *Fall 2001 Decision Science Institute Conference*, San Francisco, California, with Roger Schroeder and Adrian Choo.
61. "Six Sigma: Developing a Definition and Theory", *Fall 2001 INFORMS Conference*, Miami, Florida, with Roger Schroeder and Adrian Choo (invited).
62. "What Service Organizations Need to Know about Six Sigma?", *Fall 2001 Keystone Corporation Annual Meeting*, Maplewood, Minnesota.
63. "A Goal Programming Approach to Hazardous Waste Disposal", *Spring 2001 Production and Operations Management Society Conference*, Orlando, Florida, with A. Dale Flowers (invited).
64. "Robust Economic Design of Control Charts", *Spring 2001 Production and Operations Management Society Conference*, Orlando, Florida, with Adrian Choo.
65. "Economic impact of investment in organizational performance initiatives on traditional quality management practices", *Fall 2000 Decision Science Conference*, Orlando, Florida, with John C. Anderson.
66. "Economic Impact of Investment in Performance Improvement Initiatives on Traditional Quality Management Practices", *POMS International conference at Seville Spring 2000*, with John C. Anderson.
67. "Coordinating Quality Control and Maintenance Policies", *Production and Operations Management Society Conference Spring 2000*, with Kathleen E. McKone and John C. Anderson.
68. "Environmentally Correct Modeling", Case Western Reserve University Spring 2000 with A. Dale Flowers.
69. "Adaptive Multivariate Exponentially Weighted Moving Average Chart", *INFORMS Fall 1999*, with Thomas E. Love. (Invited).
70. "Six Sigma methodology applied undergraduate teaching improvement", *AACSB Fall 1999 Conference*, with Jim Buckman and Suzanne Holter.
71. "Economic Designs of Multivariate Exponentially Weighted Moving Average Chart", *INFORMS Spring 1999*, with Thomas E. Love.
72. "Implementing Economic Designs of Multivariate Exponentially Weighted Moving Average Chart", *INFORMS Spring 1999*, with Thomas E. Love.

COMMITTEE MEMBERSHIP/SERVICE

- Undergraduate core council member 1998-1999 (Business Statistics Representative)
- Undergraduate core council member 1999-2002 (Operations Management Representative)
- Ph.D. Recruiting committee member 1999 – 2004, 2009, 2010, 2011
- Faculty Recruiting committee member 1998-1999, 1999-2000, 2001-2002, 2005-2006, 2007-2008, 2012.
- Faculty Recruiting committee chair 2004–2005.
- POMS Education committee member 2000-2001
- CSOM Curriculum committee member 2002-2003
- MBA Supply Chain Club faculty representative 2005-2006
- MFAC (MBA Faculty Committee) 2007-present
- POMS co-track chair for Quality Management & Six Sigma, San Francisco conference, 2002
- DSI co-track chair for Quality Management & Six Sigma, San Francisco conference, 2005
- Juran Fellows Program committee member 1999-present
- Juran Fellows Program process owner, 2008-present
- Joseph M Juran Center for Quality Leadership Academic co-director, 2008-present
- Elected to Academy of Management Operations Management Division – 2011 Professional Development Workshop Chair, Program Chair 2012, Division Chair Elect 2013, Division Chair 2014

REVIEWS

- National Science Foundation Grant Reviewer 2008

- Grant proposals reviewer for the Joseph M. Juran Fellows 2010 – 1999

- Area Editor for *Operations Management Review, Journal of Supply Chain Management, Decision Science*

- Special Issue Editor: *Journal of Operations Management* on System Dynamics: Emergence, Reinforcement, Adaptation and Traps

- Editorial Board Member for *Production & Operations Management, International Journal of Six Sigma and Competitive Advantage, Quality Management Journal*

- Ad Hoc reviewer for *Production & Operations Management, Journal of Operations Management, Management Science, International Journal of Operations Management, International Journal of Production and Economics, International Journal of Production Research, Journal of Quality Technology, IIE Transactions, Decision Science, Quality Management Journal*

- Guest Senior Editor for *Production and Operations Management, Decision Science Journal*

- Consulting Editor for *Journal of Operations Management* (2 papers)

Ph.D. DISSERTATION COMMITTEES

1. Christopher Swanton (Supply Chain & Operations), role – co-advisor, Dissertation: *Securing the Supply Chain: Conceptual Development and Empirical Investigations*, 2013, Placement: Charleston College

2. Hung-Chung Su (Operations & Management Science), role - advisor, Dissertation: *Essays on Sustaining High Quality Performance*, 2011, Placement: University of Wisconsin – Whitewater

3. Wei Liu (School of Statistics), role - Reader, Dissertation: *Multivariate CUSUM Chart using Prior Information about Potential Shift*, 2010, Placement: Federal Reserve Bank

4. Brent Moritz (Operations & Management Science), role - chair, Dissertation: *Cognition and Individual Heterogeneity in Supply Chain Planning: A Study of Inventory*, 2010, Placement: Penn State University

5. Aravind Chandrasekaran (Operations & Management Science), role – co-advisor, Dissertation: *Multiple Levels of Ambidexterity in Managing the Innovation-Improvement Dilemma: Evidence from High Technology Organizations*, 2009, Placement: Ohio State University. (2010 Elwood S. Buffa Doctoral Dissertation Award)

6. Dongli Zhang (Operations & Management Science), role – co-advisor, Dissertation: *Customization of Quality Practices*, 2009, Placement: Fordham University.

7. Marcia Hagen (Work and Human Resource Education), role - committee member, Dissertation: *The Relationship between Perceived Managerial Coaching and Six Sigma Outcomes*, 2008.

8. Janine Sanders (Operations & Management Science), role – co-advisor, Dissertation: *Alignment of Process Management Practices with Organizational Culture*, 2008, Placement: University of St Thomas.

9. David Peng (Operations & Management Science), role - committee member chair, Dissertation topic: *Exploitation and exploration of products and processes in the manufacturing plant: The measurement, antecedents, and consequences*, 2007, Placement: Texas A & M University, Texas

10. Margaret Schomaker (Strategic Management & Organizations), role - committee member, Dissertation: *Knowledge Transfer in Multinational Enterprises: A Language and Information Processing View*, 2006, Placement: University of Kansas.

11. Michael Naor (Operations & Management Science), role – co-advisor, Dissertation: *Quality Management Practices and National Culture*, 2004, Placement: George Mason University. (2006 Elwood S. Buffa Doctoral Dissertation Award)

12. Weiyong Zhang (Operations & Management Science), role - committee member, Dissertation: *Six Sigma Implementation*, 2006, Placement: Virginia Commonwealth University.

13. Albena Iossifova (Operations & Management Science), role - committee member, Dissertation: *Diffusion of Standards*, 2004, Placement: Slippery Rock University.

14. Adrian Choo (Operations & Management Science), role – co-advisor, Dissertation: *Knowledge Creation in the Organizational Structured Improvement Approach: Toward an Integration of Quality Management and Knowledge Management*, 2003, Placement: Rensselaer Polytechnic Institute.

15. Devesh Verma (Operations & Management Science), role - committee member, Dissertation: *A Process Model for Multiple-Concurrent New Product Development Process: Analysis of Best Practices*, 2000; Placement: Delta Airlines.

MASTERS THESIS COMMITTEES

1. Marina Handros (Management of Technology) *Developing Continuous Improvement Capabilities in the Financial Industry to Sustain Agile Operations*, Defended Spring 2013

2. Thanh Pham (Management of Technology) *Sustainability Supply Chain: Understanding the Carbon Footprint Impact*, Defended Spring 2013

3. Michael D. Clements (Management of Technology) *Process Improvement of eProcurement at the University of Minnesota*, Defended Spring 2013

4. Cora Kasaji Kalukuta (Management of Technology) *Managing Prioritization Process for Cell Site Coverage Selection by Providing Other Decision Points*, Defended Spring 2013

5. David Anderson (Management of Technology) *Supply Chain Resilience for the Global Enterprise*, Defended Spring 2012

6. Kenny Kalejaiye (Management of Technology) *Data Mining and Business Analytics as a Sustainable Competitive Advantage*, Defended Spring 2012

7. Jin Ye (Management of Technology) *Improving New Product Development in Manufacturing Companies Using Stage-Gate Process and Lean-agile Strategy*, Defended Spring 2012

8. Abiola Ijadimbola (Management of Technology) *Effective Production Support Management and Change Management using the Horizontal approach for Home Preservation Application & Integration*, Defended Spring 2012

9. Mercedes Cox (Security Technologies), Advisor, *Security Technologies Study for Supervalu: A Retail Vulnerability Assessment*, defended in summer 2011.

10. Adam Lubbert (Security Technologies), Advisor, *Securing a Global Supply Chain in a Just In Time Economy*, defended in summer 2011.

11. Benjamin Puhl (Natural Resources Science and Management), Reader, *Legitimizing Corporate Sustainability Reporting: Impacts of Content and Standardization on Firm Reputation*, defended in spring of 2010.

12. Michael Fletcher (Management of Technology), Advisor, *Opportunities for Quality and Cost Improvements in the Design and Manufacturing System – Overcoming Systematic Limitations through Strategic Management of Technology*, defended in spring of 2010.

13. Eric Welch (Management of Technology), Advisor, *Using Information Services to Complement Traditional Product Offerings at 3M Company*, defended in spring of 2009.

14. Matthew K.H. Mensah (Management of Technology), Advisor, *Quality Improvement Methodology: Technology, Value, Incentive*, defended in spring of 2009.

15. Stephanie L. Seward (Management of Technology), Advisor, *Production Scheduling Optimization: Recommendation for Continued Improvement and Control*, defended in spring of 2009.

16. Chad Holm (Management of Technology), Advisor, *A Technology Primer for Business Unit Managers at Customer Elation*, defended in spring of 2008.

17. Todd Larson (Management of Technology), Advisor, *Employee Development 101: Bringing Resources into the Fold*, defended in spring of 2008.

18. Mike Tuller (Management of Technology), Advisor, *Digital Document and Information Management for the Medical School*, defended in spring of 2008.

19. Kathryn Bohlke (Management of Technology), Advisor, *Implementing Lean-Six Sigma in IT Services*, defended in spring of 2008.

20. Sigridur Vala Halldorsdottir (Industrial Engineering), Committee member, *Deployment of RFID in the Healthcare Industry*, defended in fall of 2007.

21. Abhishek Irani (Industrial Engineering), Committee member, *Six Sigma in Vet-Medicine*, defended in spring of 2007.

22. Catharine Shay (Management of Technology), Committee member, *Implementing Lean-Six Sigma*, defended in spring of 2007.

23. Wan-peng Hu (Management of Technology), Committee member, *A Study on the Effects of Organizational Change to Operation Process and Performance Evaluation by Introducing The Six Sigma - A Case Study of Combined Logistics Command*, defended in spring of 2007.

24. Charlie Schumacher (Management of Technology), Advisor, *Supply Chain Optimization*, defended in spring of 2007.

25. Osman Munir (Industrial Engineering), Co-Advisor, *Deployment of Lean and Six Sigma*, defended in fall of 2007.

26. Luz Adriana Camarena-Camarena (Industrial Engineering), Committee member, *Lean Assessment of a Textile Manufacturing Plant*, defended in fall of 2006.

27. Robert Corbin (Management of Technology), Committee member, *SAP PLM: A Wise General Mills Investment?*, defended in summer of 2006.

28. Gaurav Goel (Industrial Engineering), Committee member, *Six Sigma in Medical Device Industry*, defended in fall of 2005.

29. Rohit Saini (Industrial Engineering), Committee member, *Six Sigma Improvement at St. Jude*, defended in fall of 2005.

30. Saket Singh (Industrial Engineering), Committee member, *Process Capability Analysis*, defended in spring of 2005.

31. Amit Rathi (Industrial Engineering), Committee member, *Supply Chain Simulation at 3M*, defended in summer of 2004.

32. Bharni Kumar Malyala (Industrial Engineering), Committee member, *An Inventory Management Model for Material Procurement at 3M*, defended in summer of 2004.

33. Aravind Chandrasekaran (Industrial Engineering), Committee member, *Lean and Six Sigma*, defended in summer of 2004.

34. Tim Skrien (Human Resources & Industrial Relations), committee member, Thesis: *Turnover and Retention of Employees: Recommendations to Organizations*, 2001.

35. Tiffany Meier (Human Resources & Industrial Relations), committee member, Thesis: *A Comparative Analysis of Downsizing Practices in the U. S., France, and Japan*, 2001.

36. Katie Cross (Human Resources & Industrial Relations), committee member, Thesis: *Performance Analysis as a Tool for identifying Strengths, Needs, and Career Goals as Opposed to a Determination of Compensation*, 2001.

37. Sue Huynh (Human Resources & Industrial Relations), committee member, Thesis: *Organizational Socialization: On Creating an Effective Process for New Employee Acclimation*, 2001.

38. Nephi Ginnett (Human Resources & Industrial Relations), committee member, Thesis: *Repatriation Programs: Are they worth improving?*, 2001.

39. Sarah Vania (Human Resources & Industrial Relations), committee member, Thesis: *Going Global with Broad-Based Stock Options: Rewards & Challenges for U.S. Based Multinational Companies*, 2001.

40. Robert Erickson (Human Resources & Industrial Relations), committee member, Thesis: *The Impact of Organizational Quality and Process Improvement on Employee Satisfaction*, 2001.

UNDERGRADUATE THESIS COMMITTEES

1. Erin Hiti (Carlson School of Management), advisor, Thesis: *Customizing Quality Management Practices*, 2010.

PROFESSIONAL TRAINING

- Participated in a two-week training course on *Leadership Black Belt* at the Juran Center for Leadership in Quality.
- Participated in a two-week training course on *Six Sigma* at the Juran Center for Leadership in Quality. This training course included industrial partners from 3M and Ceridian.
- Participated in Bush Teaching Development Program at the University of Minnesota