

**K. RAVI KUMAR**

Vita

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Department of Information & Operations Management  
University of Southern California  
University Park  
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**EDUCATION**

- Ph.D.            Operations Research with application in Microeconomics, Department of Industrial Engineering and Management Sciences, Northwestern University, August 1981.  
Thesis: Limits to Product Differentiation in Monopolistic Competitive Industry.
- M.S.            Operations Research, Department of Industrial Engineering University of Texas at Arlington, August 1976.
- B. Tech.        Mechanical Engineering, Indian Institute of Technology, Madras, India, May 1974.

**EMPLOYMENT**

Executive Director, International Experiential Learning Programs  
July 2007- present

Associate Dean for International Programs  
July 2006-June 2007

Vice Dean for Graduate Programs  
July 2004-June 2006

Vice Dean for International Programs  
August 2003-2006

Executive Director, International Experiential Learning Programs  
July 1996-2003

Visiting Professor, Indian Institute of Management, Bangalore, India (on sabbatical)  
September 2000-August 2001

Professor  
August 1994 -

Chairman  
Department of Information & Operations Management  
September 1989 - December 1994

Associate Professor

January 1987-July 1994

Department of Information and Operations Management (formerly Decision Systems Department)  
Marshall School of Business  
University of Southern California

Assistant Professor  
Department of Business Administration  
University of Illinois, Urbana - Champaign  
September 1981 - December 1986

## **LEADERSHIP ROLES AND CORPORATE INTERACTIONS**

### **Vice Dean, Graduate Programs (2004-2006)**

Led several initiatives on remaking and re-positioning of MBA programs.

- Architected the re-organization of the administrative structure of the MBA programs, Career Resources Center and MBA Admissions, hiring and appointing key executives to run these areas. Supported the re-making of the career center into industry verticals and establishing client managers for these industries, getting access to all the Marshall Board members (including our Centers of Excellence), helping get a generous naming gift for our career center from Mr. Keenan and vaulting Marshall School into the top 10 in Wall Street Journal rankings in 2005 and achieving the highest ever placement rates (in % and \$\$) for Marshall in 2006.
- Led major redesign of full-time MBA program curriculum, with the help of senior faculty, senior staff, executives from industry and students. This involved roll out of new integrated curriculum in first year with faculty leadership, use of JumpStart to evaluate and prepare students before start of regular classes, integration of professional development and communication course with career resources training, development of 2<sup>nd</sup> year course on Innovation (in collaboration with Viterbi School) involving six faculty, 22 research projects, major corporate partnerships, including large companies such as Boeing, Northrop Grumman, HP, Yahoo, Wells Fargo, Southern California Edison, Hitachi Consulting, small companies such as NuArm, Roialte, Trellisware, and USC Research Centers such as Loker Hydrocarbon, Alfred Mann Institute, and School of Cinematic Arts, with sponsorship fees over \$250,000
- Led the strategic decision to enter San Diego market, initiated planning on class-site/facilities, worked with Academic Director to get faculty buy-in and design of curriculum delivery and successfully launched it in Fall 2006 with an inaugural cohort of over 55 students.

### **Vice Dean, International Programs (2003-2006)**

- Architected and designed an MS in Global Supply Chain Management (in collaboration Viterbi School and the Academic Director) that is intended to develop managers who live in the Asia-Pacific area (primarily, for managers from US, India, mainland China, and S. Korea initially). Our partners will be Inha University in Incheon, S. Korea, Shanghai Jiao Tong University in Shanghai, China and Indian Institute of Technology in Madras, India. The students will be able to watch the classes via the Internet in their own time. Students will be able to discuss class material with the USC Marshall/Viterbi instructors and teaching assistants and to exchange ideas with their class mates and teachers via the Internet. Face-to-face classes will be held over weekends in the partners' location once every fortnight. The main objective of these meetings is to facilitate discussion among students, to ensure that students master the material, to obtain feed-back from the students about their own progress on class topics, materials and presentation and to enhance their

education. Students will be required to complete 10 semester long classes; including two experiential learning trips (each equal to one-half of a course in credit) one to Singapore and the other one to Los Angeles. In addition, we aim to strengthen the relationship between the faculty of the participating institutions and to encourage them to conduct joint research in the areas of Global Supply Chain Management. We believe that designing classes and teaching material, together with monetary support to conduct and disseminate research, provides the faculty with a unique opportunity to jointly conduct research benefiting from the strengths of all researchers and the students in the program.

- Originated, architected and led the launch of our successful and innovative Global EMBA program in Shanghai that is seen as a pioneering globalization effort in USC and one of the leading EMBA programs in China. This involved architecting a Memorandum of Understanding and a detailed Agreement with our strategic partner, Antai College of Management, Shanghai Jiao Tong University, getting approvals from the Chinese Ministry of Education and Western Association of Schools and Colleges (WASC), working with the Academic Director on getting faculty buy-in, recruiting a Director in Shanghai, managing the student recruiting process including numerous visits to Shanghai, Beijing, Seoul, Taipei for Information sessions and working to build ‘guanxi’ with the Deans of our Chinese academic partner. We launched with 46 students in the first cohort GEMBA 1 (average age 38 years old and from 12 different countries) in May 2004 (who graduated in January 2006) and currently have GEMBA 2 and GEMBA 3 in process with more than 50 students and similar demographics.
- Developed, architected and led the unique opportunity to do a research project for APEC Business Advisory Council (a group of 63 CEOs from 21 countries appointed by the Heads of State). This involved establishing framework of the project, recruiting Faculty help (Dennis Schorr and Carl Voigt) and recruiting 10-15 MBA students to work on the project every year, helping organize and direct the research process (the research covers the countries of China, Japan, Hong Kong, Singapore, Canada,, Thailand, USA, Chile and Mexico, countries that we visit in PRIME), helping to coordinate with the client and helping to oversee presentation to ABAC meeting at the APEC national meeting. We are the *only* business school invited to do this and presenting our research in Bangkok, Thailand in 2003, Santiago, Chile in 2004, Busan, S. Korea in 2005 and will do so in Hanoi, Vietnam in 2006.

### **Executive Director, International Experiential Learning Programs (1996-2003)**

Originated, architected and led the successful and innovative PRIME international experiential learning program that differentiates the Marshall School of Business and was the first one of its kind in US Business Schools. This involved creating a curriculum, getting faculty and administration buy-in, recruit and staff a logistics office and develop alumni contacts into corporate partners in education. This was written-up in Business Week, US News and World Report, NY Times, LA Times, Wall Street Journal, Newsweek, Fortune and La Opinion,

Currently, in charge of three experiential learning courses, PRIME for the Marshall MBA program, PM GLOBE for the PM MBA Program and ExPORT for the EMBA Program, that are REQUIRED of all MBAs in these programs. For example, PRIME 2006 was a continuing ‘new’ course developed for the full-time MBA in the first year; it is a required course for all MBAs on Pacific Rim management, integrated with the Global Economics, Global Strategy and Global Leadership courses. It is an 8-week intensive course with one week spent in the field; chosen countries included China (with site visits choices between Hong Kong/Shenzhen and Shanghai/Hangzhou), Japan (with site visit in Osaka/Kyoto and Tokyo), Singapore/Bangkok, Mexico/Cuba, Chile/Brazil and USA (site visit to Chicago/Milwaukee) for this offering. The 2006 course offering of PRIME, PM GLOBE and ExPORT will involve approximately 700 MBA students, 17 faculty members (plus 3 guest faculty), over 20 guest speakers on campus, over 150 companies in 11 countries and 16 cities. The students do a research project for respective companies and on PRIME, present their findings while visiting the companies onsite.

### **Chairman, Information and Operations Management Department (1989-94)**

Led the effort to re-name and re-position the Department to project a management view and gain acceptance with students, recruiters and the rest of the Business School. This involved getting faculty buy-in, helping create student clubs, restructure existing curriculum, marketing to recruiters and generate support for student scholarships.

When I took on the role of Chair, this Department was known as Decision Systems and had around 15 faculty specializing in Statistics, Operations Research, Information Systems and Operations Management. The students viewed us as a highly quantitative department and wondered how we were relevant to Business. The rest of the School thought of us as providing the tools for their disciplines. And finally, our corporate recruiters had no idea what we stood for. After a lot of soul-searching and internal evaluation, we strategically re-positioned ourselves as the Information and Operations Management department, with information management encompassing both the systems faculty, teaching in the area of information technology and management, and the quantitative faculty, teaching in how to convert the raw data to represent information and knowledge to make business decisions. The operations management faculty taught in the area of processes and improving them. We made integrative efforts to deal with the issues of re-engineering and offered innovative courses that spanned two disciplines. We also started student clubs in the areas of IS and OM and started marketing our students to corporate recruiters. We were very successful in the make-over, with our IS major in the undergraduate program becoming the biggest in the Business School (before the e-commerce bubble burst!).

### **Co-founder, Distribution Management Program (1992-2002)**

Jointly led the effort to develop the undergraduate Distribution Management major with the Chair of the Marketing Department. This involved curriculum development, fund-raising from an Executive Advisory Board that donated more than \$3 million in endowments (including a Chaired Professorship position) and several scholarships for students as well as internships during the junior year summer and job offers after graduation.

As Chair of the IOM Department, I pushed the cause of interdisciplinary courses and programs and this opportunity was presented to us when some CEOs of distribution companies approached us to start an undergraduate major that would supply them with employees with leadership potential. With the help of the Executive Advisory Board, we designed course in marketing and operations that would fulfill the educational needs of the students to be able to work in the distribution industry. These students would also get hands-on experience one of the summers by working as an intern in one of the sponsor companies. These students were exposed to the senior leaders in these companies, industry conferences and other site visits to broaden their knowledge. The program would arrange for internships as well as job interviews at graduation. The sponsoring company executives as well as their facilities were utilized to make the education a rich experience and for the companies, a rewarding one with knowledgeable recruits.

### **Designing Corporate Consulting Courses in the MBA program (1992-2001)**

For the last 10 years, I have taught an integrative course called Information Systems Management for Global Operations as an elective to MBAs. The key distinguishing factor of this course was that we would travel to two different countries and the students in this course would do consulting projects for companies in these countries. Between 1992-2000, we visited London/Paris, Singapore/Kuala Lumpur, Munich/Milan, Seoul/Osaka, Taipei/Hong Kong, Helsinki/Stockholm, Jakarta/Singapore, Amsterdam/The Hague, and New Delhi/Bangalore. We have done consulting projects, in the areas of information systems/telecommunications and operations, for the likes of Rolls Royce, World Bank, BMW, Siemens, DASA, ABB, Skanska, Marelli, Italtel, KLM, Fluor Daniel, Motorola, Reuters, ACER, PT Astra, Sanwa Bank, Daikin, Korean Air, OOCL, Shell, Infosys, SKF etc. I taught this course along with one Information Systems faculty (except for the last offering in 2000). This course and its structure played a major role in deploying Marshall's experiential learning courses. Currently, I have been teaching an Operations Consulting elective course for the MBAs where we do consulting projects for 6 local companies every year. The interactions with companies, global and local, have enriched my students and me and in return, we have recommended many solutions that the companies have implemented and benefited from.

## **SPONSORED RESEARCH, TEACHING AND ADMINISTRATIVE FUNDING AWARDS**

- Nike Corporation, "Implementing Lean Manufacturing Systems: Nike MexMode", (with Prof. Dasu and Prof. Mor Barak), February 2008-January 2010 (\$308,000)
- U.S. Department of Education, USC Center for International Business Education teaching project, "PRIME Program Field Projects Setup," September 2003-August 2009 (\$12,000/year)
- U.S. Department of Education, USC Center for International Business Education teaching project, "PRIME/PM GLOBE Junior Faculty Internationalization" September 2000-August 2009 (\$18,000/year)
- U.S. Department of Education, USC Center for International Business Education research project, " Subcontracting Practices in the Global IT Industry" September 2003-August 2006 (\$8100/year)
- U.S. Department of Education, USC Center for International Business Education research/teaching project, "Information Systems Management for Global Operations," (with O. El Sawy), September 1996-August 2002 (\$12,000/year)
- U.S. Department of Education, USC Center for International Business Education research/teaching project, "Information Systems Management for Global Operations," September 2003-August 2005 (\$12,000/year)
- U.S. Department of Education, USC Center for International Business Education teaching project, "Evaluating Performance Metrics for the Management of Operations in Chinese Enterprises" (with T. Lin and Shuming Zhao) September 2000-August 2002 (\$8,900/year)
- U.S. Department of Education, USC Center for International Business Education teaching project, "PRIME Program Field Studies and Publications," (with S. Hariharan) September 2000-August 2002 (\$8,100/year)
- U.S. Department of Education, USC Center for International Business Education teaching project, "Using 2<sup>nd</sup> year MBAs to help Pacific Rim Education: PRIME Mentor Program," September 2000-August 2002 (\$10,800/year)
- U.S. Department of Education, USC Center for International Business Education research/teaching project, "Information Systems Management for Global Operations," (with O. El Sawy), September 1996-August 2002 (\$12,000/year)
- U.S. Department of Education, USC Center for International Business Education teaching project, "Using 2<sup>nd</sup> year MBAs to help Pacific Rim Education: PRIME Mentor Program," September 1997-August 1999 (\$25,400/year)
- U.S. Department of Education, USC Center for International Business Education teaching project, "Pacific Rim/Latin America MBA Initiative," September 1997-August 1999 (\$30,200/year)
- Johnson and Johnson, USC Center for Service Excellence research project, "A Computer Model to Develop an Optimal Production System" (with S. Rajagopalan), September 1996-February 1997 (\$25,000)
- National Science Foundation, Principal Investigator, "Assessing Life-cycle Impact of Discrete Part Manufacturing: Management Methodology and Tools to spur Design of Greener Products/Processes" (with J. Deviny and G. Nadler of Viterbi School), October 1994-March 1997 (\$100,000)

Electronic Data Systems (EDS), USC Center for Operations Management research project, "Modeling Order Fulfillment Processes at High-End Computer Manufacturers" (with W. Scacchi), January 1994 - September 1994 (\$35,000).

Fidelity Investment, Inc., USC Center for Operations Management research project, "Refining a Forecasting Methodology Using Socioeconomic Variables to Assist in Capacity Planning at Call Centers" (with S. Rajagopalan), March 1994 - July 1994 (\$40,000).

U.S. Department of Education, USC Center for International Business Education research project, "Managing Product Innovation through International Benchmarking," (with C. Wagner), September 1993-August 1995 (\$50,000)

U.S. Department of Education, USC Center for International Business Education research/teaching project, "Information Systems Management for Global Operations," (with J.C. Westland), September 1993-August 1996 (\$24,500)

Fidelity Investments Inc., USC Center for Operations Management research project, "Developing a Forecasting Methodology to Assist in Capacity Planning at Call Centers," (with R.B. Chase and S. Rajagopalan), August 1992 (\$120,000)

U.S. Department of Education, USC Center for International Business Education research project, "Information Linking Strategies between The Back Office and Front Office in Multinational, Multisite Service Organizations," (with R.B. Chase), April 1992 (\$28,339)

Kirk Plastics Inc., USC Center for Operations Management research project, "Developing a Total Quality Management Approach to Credit Card Manufacturing," March 1992 (\$20,000)

Champion Irrigation Products Inc., USC Center for Operations Management research project, "Developing and Implementing a Cellular Manufacturing Facility," October 1991 (\$10,500)

Southern California Edison Inc., USC Center for Operations Management research project, "Data Collection and Software Evaluation for Statistical Quality Control Implementation," August 1991 (\$5,000)

U.S. Department of Education, USC Center for International Business Education research project, "Developing the Service Dimension of the American Semiconductor Industry," (R.B. Chase), April 1990 (\$27,000)

Baxter Inc., Critical Care Division, USC Center for Operations Management research project, "Time-to-Market: Inter-functional Coordination," October 1989 (\$2,000)

Bourns Instruments Inc., USC Center for Operations Management research project, "Finite Capacity Planning in a Group Technology Cell," March 1988 - September 1988 (\$19,166)

Electronic and Defense Sector, TRW Inc., USC Center for Operations Management research project, "Aggregate Measures for Management of Quality," March 1987 - August 1988 (\$23,638)

Center for Managing Information for Competitive Advantage Research Grant, University of Illinois, "Introduction of MAPICS into OM Curriculum," Summer 1986 (3,878)

Center for Managing Information for Competitive Advantage Research Grant, University of Illinois, "Competitive Product Positioning Strategies" (with D. Sudharshan), Fall 1985 (\$5,575)

Investors in Business Education Research Grant, University of Illinois "Comparison of Methodologies in the Implementation of Flexible Manufacturing Systems," Summer 1985 (\$3,656)

University Research Board Grant, University of Illinois, "Performance Comparison of Flexible and Fixed Buffer Allocation Systems in Centralized and Decentralized Transfer Lines," Spring 1985 (\$7,965)

University Research Board Grant, University of Illinois, "Flexible On-line Production Scheduling in an Integrated Steel Mill" (with W. Davis), Fall 1986 (\$4,694)

Contributed to the successful General Motors Foundation proposal for \$1,000,000 to set up an Intelligent Manufacturing Systems Laboratory to support a Manufacturing Engineering degree at the School of Engineering, University of Illinois, November 1985

Contributed to the successful IBM proposal for \$3,000,000 to set up a Center for Managing Information for Competitive Advantage (MICA) at the College of Commerce and Business Administration, University of Illinois, 1985

## REFEREED PUBLICATIONS

G.C. Hadjinicola and K.R. Kumar, "The Effect of Firm Number on Equilibrium Product Positioning and Pricing: A Marketing-Production Perspective", International Transactions in Operational Research, Vol. 14, No. 4, pp. 325-347, 2007

R. Chellappa and K. R. Kumar, "On the Impact of Operational Costs and changing Consumer Expectations in Designing Web-based retail Stores" Journal of Management Information Systems, Vol. 22, No.1, Summer 2005

G.C. Hadjinicola and K.R. Kumar, "Platform Products: Theory and Evidence from International Practice Linking Manufacturing, Marketing and Product Design", **Managing Business Interfaces: Marketing, Engineering and Manufacturing Perspectives** (edited by J. Eliashberg and A. Chakravarty), 2003

A. K. Chakravarty and K. R. Kumar, "Customer Satisfaction through Design, Manufacturing and Supply Networks: Introduction to the Special issue," Production and Operations Management Special Issue (edited by A. K. Chakravarty and K. R. Kumar), Vol.11, No. 3, Fall 2002

T. S. Gruca, D. Sudharshan and K. Ravi Kumar, "Sibling Brands, Multiple Objectives and Response to Entry: The Case of the Marion Retail Coffee Market," Journal of the Academy of Marketing Science, Vol. 30, No.1, pp. 59-69, 2002

G.C. Hadjinicola and K.R. Kumar, "Modeling Manufacturing and Marketing Options in International Operations," International Journal of Production Economics, Vol. 75, pp.287-304, 2002

T.S. Gruca, D. Sudharshan and K. R. Kumar, "Marketing Mix Response to Entry in Segmented Markets," International Journal of Research in Marketing, Vol. 18, pp. 53-66, 2001

D.N.P. Murthy and K.R. Kumar, "Total Product Quality," International Journal of Production Economics, Vol. 67, No. 3, pp. 253-268, 2000

K.R. Kumar, A.P.S. Loomba and G.C. Hadjinicola, "Marketing-Production Coordination in Channels of Distribution," European Journal of Operational Research, Vol. 126, No. 1, pp. 189-217, 2000

- K.R. Kumar and Omar A. El Sawy, "Extending the Boundaries of Operations Management: An International Field Studies Approach integrating Information Systems," Production and Operations Management, Vol. 7, No. 2, 1998
- Omar A. El Sawy and K.R. Kumar, "Making the World Your Oyster: Experiences from Teaching Information Systems for Global Operations," Journal of Global Information Technology Management, Vol. 1, No. 1, pp. 27-46, 1997.
- G.C. Hadjinicola and K.R. Kumar, "Factors affecting International Product Design," Journal of the Operational Research Society (JORS), Vol. 48, pp. 1131-1143, 1997.
- T. Lin, M. M. Dessouky, and K.R. Kumar, "A Heuristic-Based Procedure for the Weighted Production Cell Formation Problems," IIE Transactions, Vol. 28, No. 7, pp. 579-589, 1996.
- K.R. Kumar and G. C. Hadjinicola, "Resource Allocation to Defensive Marketing and Manufacturing Strategies," European Journal of Operational Research, Vol. 94, pp. 453-466, 1996.
- K.R. Kumar, G. C. Hadjinicola, and T. Lin, "A Heuristic Procedure for the Single-row Facility Layout Problem," European Journal of Operational Research, Vol. 87, pp. 65-73, 1995
- D. Sudharshan, K.R. Kumar and T. Gruca, "NICHER: An Approach to Identifying Defensible Product Positions," European Journal of Operational Research, Vol. 84, pp. 292-309, 1995
- S. Rajagopalan and K.R. Kumar, "Retail Stocking Decisions with Order and Stock Sales," Journal of Operations Management, Vol. 11, pp. 397-410, 1994
- K.R. Kumar and G.C. Hadjinicola, "Cellular Manufacturing at Champion Irrigation Products," International Journal of Production and Operations Management, Vol. 13, No. 9, pp. 53-61, 1993.
- T. Gruca, K.R. Kumar and D. Sudharshan, "An Equilibrium Analysis of Defensive Response to Entry with Coupled Response Functions," Marketing Science, Vol. 11, No. 4, pp. 348-358, 1992.
- R.B. Chase, K.R. Kumar and W.E. Youngdahl, "Service-based Manufacturing: The Service Factory," Journal of Production and Operations Management, Vol. 1, No. 2, pp. 175-184, 1992.
- F. Udwadia and K.R. Kumar, "Impact of Customer Co-Construction in Product/ Service Markets," Technological Forecasting and Social Change, Vol. 40, pp. 261-272, 1991. (An abstract of paper was reprinted in Journal of Product Innovation Management, Vol. 9, No.2, pp. 170-171, 1992).
- K.R. Kumar, H. Thomas and A. Fiegenbaum, "Strategic Groupings as Competitive Benchmarks for Formulating Future Competitive Strategy: A Modeling Approach," Managerial and Decision Economics, Vol. 11, pp. 99-109, 1990.
- D.E. Kroll and K.R. Kumar, "The Incorporation of Learning in Production Planning Models," Annals of Operations Research, Vol. 17, pp. 291-304, 1989.
- K.R. Kumar and D. Sudharshan, "Defensive Marketing Strategies: Equilibrium Analysis based on De-coupled Response Function Models," Management Science, Vol. 34, No. 7, pp.805-815, 1988.
- D. Sudharshan and K.R. Kumar, "Pre-emptive Product Positioning under Market Share Restrictions," Managerial and Decision Economics, pp.93-99, 1988.



- K.R. Kumar and A. Vannelli, "Strategic Subcontracting for Efficient Dis-aggregated Manufacturing," International Journal of Production Research, Vol. 25, No. 4, pp. 1715-1728, 1987.
- K.R. Kumar, "The Relationship between Mixed Strategies and Strategic Groups," Managerial and Decision Economics, Vol. 8, pp. 235-242, 1987.
- A. Vannelli and K.R. Kumar, "Method for Finding Minimal Bottleneck Cells for Grouping Part-Machine Families," International Journal of Production Research, Vol. 24, No. 2, pp. 387-400, 1986.
- K.R. Kumar, A. Kusiak and A. Vannelli, "Grouping of Parts and Components in Flexible Manufacturing Systems" European Journal of Operational Research, Vol. 24, No. 3, pp. 387-397, 1986.
- A. Kusiak, A. Vannelli and K.R. Kumar, "Clustering Analysis: Models and Algorithms," Control and Cybernetics, No. 2, 1986.
- K.R. Kumar and M.A. Satterthwaite, "Monopolistic Competition, Aggregation of Competitive Information and the Amount of Product Differentiation," Journal of Economic Theory, Vol. 37, No. 1, pp. 32 - 54, Oct. 1985.
- A. Kusiak, A Vannelli and K.R. Kumar, "Efficient Algorithms for Grouping Parts-Machines in Flexible Manufacturing Systems," Robotica, Vol. 3, pp. 245 - 252, 1985.
- K.R. Kumar, "An Interactive Graphics Scheduling System for the Job-Shop Problem," Journal of Management Science and Applied Cybernetics , Vol. 12, No. 1, 1983.
- K.R. Kumar and E.S. Pape, "Selecting a Test Level for Random Effects," Communications in Statistics, Vol. 7, No. 7, 1978.

## **REFEREED PROCEEDINGS**

- K. R. Kumar, "Taiwanese IT Hardware Industry and Implications for the Indian Software Industry", Proceedings of the International Business Conference, Nanjing, China , May 2002
- K. R Kumar, T. Lin and S. Zhao, "Comparative Analysis of Performance Metrics in a Developing Country: The Case of China", Proceedings of the International Business Conference, Nanjing, China , May 2002
- K. R. Kumar, D. Lee and A. Malhotra, "Methodology to assess the environmental impact of a product and its processes", Proceedings of SPIE - The International Society for Optical Engineering-Conference on Environmentally Conscious Manufacturing, Boston: MA, Nov. 2000, pp. 204-214.
- Wu, C.E., J.S. Devinny, D. Lee, A. Malhotra and K.R. Kumar, "Determination of attributes affecting environmental cost by a fuzzy logic system", Proceedings of the International Chinese Sustainable Development Conference, Los Angeles, CA, July 1997
- Devinny, J. S., C.E. Wu, K.R. Kumar, A.Malhotra and D. Lee, "Evaluation of company environmental costs using expert opinion and a fuzzy logic system", Proceedings of the National Science Foundation Manufacturing and Design Grantees Conference, Seattle, Washington, January 1997
- G. C. Hadjinicola and K.R. Kumar, "Marketing and Production Strategies for International Enterprises," Proceedings of the Manufacturing and Service Operations Management Conference, Amos Tuck School of Business Administration, Dartmouth College, Hanover, June 1996.

- A. P. S. Loomba and K.R. Kumar, "Organizational Innovation Process: A Conceptual Framework", Proceedings of the Annual Meeting of the Decision Sciences Institute, Honolulu, Hawaii, November 1994.
- G. C. Hadjinicola and K.R. Kumar, "Manufacturing and Product Policies for International Enterprises," Proceedings of the Symposium on Globalization of Technology, Manufacturing and Service Operations (ed. A. K. Chakravarty), Tulane University, January 1994.
- G. C. Hadjinicola and K.R. Kumar, "Pricing Policy and Profitability of Multinational and Global Corporations," Proceedings of the Symposium on Globalization of Operations Management (ed. Kasra Ferdows), Georgetown University, May 1993.
- K.R. Kumar and G.C. Hadjinicola, "Transition toward Cellular Manufacturing: The Process and Its Impact on a Company's Practices," Proceedings of the First IIE Research Conference, (Ed. G.A. Klutke et. al.), pp. 345-348, 1992.
- K.R. Kumar, "Feedback Control Theory Approach for Scheduling Flexible Manufacturing Systems," Proceedings of the NATO Advanced Science Institute on CIM: Current Status and Challenges, (Ed. I.B. Turksen) NATO ASI Series, Vol. 49, pp. 361-376, Springer-Verlag, 1988.
- A. Vannelli and K.R. Kumar, "Minimal Bottleneck Cell Approach for Generating Part-Machine Families in Cellular Manufacturing," Proceedings of the NATO Advanced Science Institute on CIM: Current Status and Challenges, (Ed. I.B. Turksen) NATO ASI Series, Vol. 49, pp. 398-414, Springer-Verlag, 1988.
- T. Gruca, K.R. Kumar and D. Sudharshan, "Product Positioning Strategies for Segment Preemption," to appear in Proceedings of the American Marketing Association Educators' Summer Conference, 1988.
- D. Sudharshan and K.R. Kumar, "Multiple Brand Synergy and Market Structure," Proceedings of the American Marketing Association Educators' Summer Conference, Susan P. Douglas and Michael P. Solomon, pp. 145 - 150, 1987.
- K.R. Kumar and D.E. Kroll, "Dynamic Network Modelling of Flexible Manufacturing Systems," Proceedings of the Third International Conference on Advances in Production Management Systems, August 1987.
- J.R. Gross and K.R. Kumar, "Intelligent Control of Flexible Manufacturing Systems," Proceedings of the IXth International Conference on Production Research (ICPR), August 1987.
- K.R. Kumar and A. Vannelli, "Design of Flexible Production Systems: Capacity Balancing and Subcontracting Strategies," Proceedings of the Second ORSA/TIMS Special Conference on Flexible Manufacturing Systems, August 1986.

#### **PARTS OF BOOKS AND TRADE PUBLICATIONS**

- R.C. Chase and K. R. Kumar, "Operations Consulting", Advanced Management Consulting: Issues and Insights from Leading Experts (edited by L.E. Greiner and D. F. Poulfelt), 2003
- K. R. Kumar, A. Malhotra and D. Lee, "Assessing Life-Cycle Environmental Impact: Methodology to Spur Design of Greener Products and Services", Greener Manufacturing and Operations: From Design to Delivery and Back, Sarkis. J. (Editor), Greenleaf Publishing, Sheffield, 2001

- K.R. Kumar. and G.C. Hadjinicola, "Product Design for Global Markets," Encyclopedia of Production and Manufacturing Management, Swamidass P. (Editor), Kluwer Academic Publishers, Massachusetts, pp. 559-567, 1999
- Reprinted in Innovations in Competitive Manufacturing, Swamidass, P. (Editor), Kluwer Academic Publishers, Massachusetts, 2001
- Reprinted in Innovations in Competitive Manufacturing, Swamidass, P. (Editor), New York: AMACOM Books, 2002
- A.P.S. Loomba and K. R. Kumar, "Warranty and Product Distribution," in Product Warranty Handbook, (Eds. W. R. Blischke and D. N. P. Murthy), Chapter 27, New York, NY: Marcel Dekker Inc., 1995
- K.R. Kumar, "Service Based Manufacturing: The Service Factory," Operations Management Review, Vol. 10, No. 1, pp. 34-45, 1993.
- K.R. Kumar, "From Mass Production to Mass Customization and Beyond," in Automated Fabrication-Improving Productivity in Manufacturing, (Ed. M. Burns), Prentice Hall, pp. 301-308, 1993.
- K.R. Kumar and D.E. Kroll, "Dynamic Network Modelling of an FMS," Modern Production Management Systems, (Ed. A. Kusiak), Elsevier Science Publishers B.V. (North Holland), pp. 19-30, 1987.
- J.R. Gross and K.R. Kumar, "Intelligent Feedback Control for Computer Integrated Manufacturing," Artificial Intelligence: Its Impact for Computer Integrated Manufacturing Systems (Ed. A. Kusiak), IFS Publication/Springer Verlag, 1987.
- N.S. Minch and K.R. Kumar, "Robot Justification and Evaluation using Lotus-123," Production and Inventory Management Review, Vol. 5, No. 7, pp. 40-46, 1985.
- K.R. Kumar and H. Thomas, "Mapping the Field of Operations Management," Information Sources in Management and Business (Ed. K.D.C. Vernon), Butterworths, pp. 301 - 316, 1984.

## CASES

- Fluor Daniel: Global Materials Management for Projects, December 1999 (with S. Fuji and Dr. Omar A. El Sawy)
- Benckiser: Centralized Purchasing and E-procurement, December 1999 (with C. Williams and Dr. Omar A. El Sawy)
- Keppel FELS Limited: Leveraging New Businesses, December 1998, (with R. Lim and Dr. Omar A. El Sawy)
- ACER Group: Supply Chain of Notebook Computers, October 1998, (with H. Wu)
- Shell Hong-Kong: Demand Management for Lubricants, October 1997 (with S. Gossain and Dr. Omar A. El Sawy)
- ACER: Fast Food Business Model, October 1996 (with H. Heegewaldt and Dr. Omar A. El Sawy)
- Samsung: Globalization Issues, June 1996 (with A. Ihani)
- Daikin: Global Production Planning and Control Issues, January 1996 (with A. Ihani)

Daikin: Globalization Issues, January 1996 (with A. Ihani)

Korean Air: Maintenance and Repair Division, July 1995 (with A. Ihani and Dr. Omar A. El Sawy)

BMW: Issues for the Spartanburg Plant, July 1995 (with A. Malhotra and A. Ihani)

Magneti Marelli: Information Strategy for Integrated Manufacturing, July 1994 (with A. Malhotra)

Rolls Royce Plc: Network Integration and Ownership, January 1993 (with L. Harutiunian)

The World Bank: Network Strategy for a Global Company, September 1992 (with L. Harutiunian)

Champion Irrigation Products: Cellular Manufacturing (A) and (B), August 1992 (with P. Henry and L. Harutiunian)

Allied Signal Corporation, Garrett Automotive: Lomita Plant, June, 1992 (with P. Henry)

## **PROFESSIONAL SERVICES**

### Board Membership & Special Editorships

*Production and Operations Management*, Senior Editor, 2004-  
*Operations Management Educational Review*, Senior Editor, 2004-

*Production and Operations Management*, Editorial Review Board, 1992-2003  
*Technology and Operations Review*, Editorial Board Member, 1993-95  
*Journal of Operations Management*, Editorial Review Board, 1993-96  
*Operations Management Association*, Board Member, 1993-97  
Co-Editor, Special Issue in *Production and Operations Management*, 2002

### Conference/Consortium/Program Chairperson

Steering Committee Member, USC Marshall Asia Pacific Business Outlook Conference, Bangkok, Thailand, Nov 2006

Co-Chair, USC Marshall Conference, "Microfinance and Beyond: Microfinance's Contribution to Local and Global Economic Development", Los Angeles, April 19 - 20, 2006 [Keynote Speaker: Nobel Laureate Prof. Muhammed Yunus]"

Co-Chair, APRU Conference, "Internationalization of APRU Universities: Local Practices and Future Developments", Beijing, China, Feb 2004

Chair, Global Operations Track, Production and Operations Management Conference, San Francisco, April 2002

Cluster Chair on Marketing/Manufacturing Interfaces, ORSA/TIMS National Conference, Los Angeles, April 1995.

Advanced Manufacturing Technology Management Program, USC-Astra PT International at USC School of Business Administration, December 1991.

ORSA Doctoral Consortium hosted at USC School of Business Administration, November 1991 (co-chair - Professor Tang of UCLA)

Program Committee, 2nd Annual Symposium on the Role of Academia in National Competitiveness and TQM, Los Angeles, July 1991.

Invited Session Chairperson/Talks

APEC/ABAC Annual Meeting, Sydney, Australia, September 2007

“Analysis of Rules of Origin Regimes and their impact on Business in the APEC Region”

India Supply Chain Council, Retail Supply Chain Summit, New Delhi, India, May 9, 2007

“Hyper-mart Retailing Operations: Issues of Globalization and Localization”

Invited lecture to faculty and students, Inha University, Incheon S. Korea, May 2007

“The Road to AACSB Accreditation”

“Shaping Young Minds for the Global Market Place”

“The Taiwanese IT Industry and Implications for the Indian IT Hardware/Software Industry”

Invited Lecture, School of Business, Bei-Hang University, Beijing, China, May 2007

“Success and Failure of Multinational Discount Retailers: The Case of S. Korea

APEC/ABAC Annual Meeting, Hanoi, Vietnam, November 2006

“The Proliferation of Free Trade Agreements”,

AACSB Conference, Scottsdale, Nov 2006,

“Emerging Curricula: MBA Education”

5<sup>th</sup> Annual Symposium on Asia in the Curriculum, UCLA, Los Angeles, Oct 2006

“Shaping Young Minds for the Global Market Place”

USC Globalization Retreat, Los Angeles, Sep 2006

“USC Marshall Globalization: Case Study of the Global EMBA in Shanghai Program”

CIBER Western Regional Conference, San Diego, Sep 2006

“Global @ USC Marshall”

2006 International Business School Deans Conference, Shanghai Jiao Tong University, March 2006

“Global @ Marshall and Implications for Chinese Business Schools”

Inha University President and Deans Visit to USC, Los Angeles, Jan 2006

“Innovative Curriculum Strategies at USC Marshall”

APEC/ABAC Annual Meeting, Busan, S. Korea, November 2005

"Barriers to Global Trade through Marine Ports"  
AACSB Conference, Philadelphia, Oct 2005,  
"The Extreme Curriculum Make-Over: MBA Education"  
AACSB Conference, Florida, Feb 2005,  
"Experiential Learning at Marshall" (with Gita Govahi)  
ACG Conference for CEOs, Los Angeles, Jan 2005  
"Global Outsourcing"  
APEC/ABAC Annual Meeting, Santiago, Chile, November 2004  
"Developing the e-Commerce Environment"  
GUIRR Conference, National Academy of Sciences and Engineering, Washington DC, June, 2004  
"Globalization of Universities"  
APRU Research Conference, Beijing, China, Feb 2004  
"Internationalization of APRU Universities: Local Practices and Future Developments" (with Prof. Ma)  
APEC/ABAC Annual Meeting, Bangkok, Thailand, November 2003  
"Connecting BizAPEC and e-IAP to the Business Community"  
Roundtable Conference of Deans of Chinese Schools of Business on "International Competition and MBA in China",  
Shanghai, China, Oct 2003  
"Internationalization Efforts of the Marshall School of Business"  
International Symposium on ERP and e-Business, Kookmin University, Seoul, Oct 2003  
"Partner Relationship Management at USC/Marshall School of Business"  
Asia Pacific Economic Cooperation (APEC) Business Advisory Council Meeting, Bangkok, Thailand, Oct 2003  
"Evaluation and Strategic Re-orientation of e-IAPS and BizApec websites from a Business Investor viewpoint"  
USC Provost's International Initiative, Los Angeles, September 2003  
"Marshall School International Academic Initiatives"  
Asia Pacific Economic Cooperation (APEC) Business Advisory Council Meeting, Los Cabos, Mexico, Oct 2002  
"Marshall School International Experiential Learning Programs and Research for ABAC"

Chair of an Invited Session, Production and Operations Management Conference, San Francisco, April 2002

"Software Outsourcing: The Case of the Indian Software Industry"

Public Lecture, arranged by the Bangalore Management Association, India, July 2001

"The Taiwanese IT Industry and Implications for the Indian IT Hardware/Software Industry"

Public lecture and Workshop, arranged by Center for Global leadership and ConceptNursery.com, Colombo, Sri Lanka, May 2001

"The Indian Software Industry and Lessons for the Sri Lankan Software Industry"

Invited lecture to Executives of Encore Software Ltd., Bangalore, India, April 2001

"Lessons for the Indian Software Industry",

Invited lecture to (1) Secretary to the Minister and Staff, Ministry of Information Technology, New Delhi, March 2001, (2) Special Interest Group, Ministry of Information Technology, Indian Institute of Technology, Madras February 2001, (3) Executives and staff of Lucent Technologies, Bangalore, January 2001

"The Taiwanese IT Industry and Implications for the Indian IT Hardware Industry"

Invited lecture, Faculty and Students, Bannari Amman Institute of Technology, Coimbatore, India, January 2001

"Analyses of the Taiwanese IT Hardware Industry and Potential Implications for the Indian Software Industry"

Invited lecture to (1) Executives of Infosys Technologies Ltd., Bangalore, February 2001, (2) Executive Education Program for the Tata Consultancy Services (TCS), Indian Institute of Management, Bangalore, February and June, 2001

"Lessons for the Indian Software Industry",

Invited lecture to Executives of Wipro Technologies Ltd., Embedded Systems Division, Bangalore, India, February 2001

"Analyses of the Taiwanese IT Hardware Industry and Potential Implications for the Indian Software Industry",

Invited lecture, Executive Board of the Simputer Trust, Bangalore, India, January 2001

"The Rise of the Taiwanese Information Technology Industry"

Invited paper at the Indian Institute of Management, Bangalore, December 2000

"Analyses of the Taiwanese IT Industry and Potential Implications for the Indian Software Industry"

Invited paper at the Indian Institute of Management, Bangalore, December 2000

"Experiential Learning Courses at the Marshall School of Business, University of Southern California"

Invited paper at Conference on Environmentally Conscious Manufacturing, Boston, Nov. 5-8, 2000

"Methodology to assess the environmental impact of a product and its processes" (with Dongwon Lee and Arvind Malhotra)

Invited paper at the Asia/ Pacific Business Outlook Conference, Los Angeles, CA., March 2000

"Why Wall Street quakes when Taiwan's earth shakes!"

Invited paper at the Production and Operations Management International Conference, New Delhi, December 1999

"Will the Real 3PL Stand Up? Aspirations and Origins of Third Party Logistic Providers", (with Omar El Sawy)

"On the Impact of Operational Costs and changing Consumer Expectations in Designing Web-based Retail Stores", (with Ram Chellappa)

Invited paper at the Decision Sciences Institute National Conference, New Orleans, November 1999

"Experiential Learning Courses at the Marshall School of Business, University of Southern California"

Invited paper at the Asia/ Pacific Business Outlook Conference, Los Angeles, CA., March 1999

"The Mouse that Roars: Taiwan and the IT Industry"

Invited paper at the Southwest regional CIBER Conference, Lake Arrowhead, CA., May 1998

"Taking your Class on the Road"

Invited paper at the Asia/ Pacific Business Outlook Conference, Los Angeles, CA., March 1998

"Informational Visibility: Case studies in Asia" (with Omar El Sawy)

Invited paper at the International Chinese Sustainable Development Conference, Los Angeles, CA., July 1997

"Determination of attributes affecting environmental cost by a fuzzy logic system" (with Wu, C.E., J.S. Devinny, D. Lee and A. Malhotra)

Invited paper at the National Science Foundation Manufacturing and Design Grantees Conference, Seattle, Washington, January 1997

"Evaluation of company environmental costs using expert opinion and a fuzzy logic system," (J.S. Devinny, C.E. Wu, A.Malhotra and D. Lee)

Invited paper at ACE-96 Conference on Applied Concurrent Engineering, Seattle, November 1996.

"Assessing Life-Cycle Environmental Impact of Discrete Part Manufacturing" (with J.S. Devinny et al)

Invited paper at POM-96 Conference on Innovation in Operations Management Teaching, Indianapolis, June 1996.

"IOM 537: Global Lessons from Field-Based Course" (with Omar A. El Sawy)



Invited paper at Second Manufacturing and Operations Management Conference, Hanover, June 1996.

"Marketing and Production Strategies for International Enterprises" (with G.C. Hadjinicola)

Invited paper at INFORMS National meeting, Washington D.C., May 1996.

"International Marketing and Production Strategies" (with G.C. Hadjinicola)

Invited speaker at Conference on Current Research in OR and OM, UCLA, Los Angeles, May 1996.

"Some Models Integrating Manufacturing and Marketing Strategies" (with G.C. Hadjinicola)

Invited speaker at Asia Pacific Business Outlook Conference, Los Angeles, April 1996.

"Learning from Innovative Asian Companies" (with Omar A. El Sawy)

Invited speaker at International DSI Meeting, Puebla, Mexico, June 1995.

"Teaching IOM 537: A Global Consulting Course"

Invited paper at INFORMS National Conference, Los Angeles, May 1995.

"Product Design and Manufacturing Costs" (with G. C. Hadjinicola)

Invited speaker at ORSA/TIMS, Detroit, November 1994.

"Product Design, Pricing and Production for Global Corporations" (with G.C. Hadjinicola)

"A Heuristic Procedure for the Single-Row Facility Layout problem" (with T. Lin and G.C. Hadjinicola)

Invited participant at the Workshop on International Technology and Operations Management, University of Baltimore, May 1994.

"Information Systems Management for Global Operations"

Invited participant at the Symposium on Globalization of Technology, Manufacturing and Service Operations, Tulane University, January 1994.

"Manufacturing and Product Policies for International Enterprises" (with G.C. Hadjinicola)

Invited participant at the Symposium on Globalization of Operations Management, Georgetown University, May 1993

"Pricing Policies and Profitability in Multinational and Global Corporations" (with G.C. Hadjinicola)

"Curriculum Development of IOM 537 Information Systems Management for Global Operations," (with C. Westland)

Invited paper at ORSA/TIMS Conference, San Francisco, November 1992

"Total Quality in Competitive Channels of Distribution," (with D.N.P. Murthy)

Invited talk at IPPM, Jakarta, August 1992

"The Role of Services in Manufacturing Strategy"

Invited paper at Institute of Industrial Engineers Research Conference, Chicago, May 1992.

"Transition Towards Cellular Manufacturing: The Process and its Impact on a Company's Practices" (with G.C. Hadjinicola)

Chairman of an Invited Session, ORSA/TIMS Conference, Orlando, April 1992

"Manufacturing-Marketing Linkage"

Invited paper at ORSA/TIMS Conference, Orlando, April 1992

"Product Design and Manufacturing Strategies in a Distribution Channel" (with D.N.P. Murthy)

Invited Moderator, PDMA - West Conference, February 1992, Los Angeles

Invited paper at POMS Conference, New York, November 1991

"Impact of Marketing and Production Coordination on Channel Member's Profits" (with A.P.S. Loomba and G.C. Hadjinicola)

Chairman of an Invited Session, ORSA/TIMS Conference, Nashville, April 1991

"Issues in Marketing-Manufacturing Linkage"

"Strategies of Fast Response" (with G. Widmeyer)

Invited paper at ORSA/TIMS Conference, Nashville, April 1991

"Competitive Modeling Framework Integrating Marketing and Manufacturing" (with A.P.S. Loomba)

Invited paper at Designing and Sustaining World-Class Organizations Conference, Carnegie Mellon University, Pittsburgh, April 1991

"Order-to-Delivery Cycle Time Reduction in a Literature Distribution Environment"

Invited talk on Concurrent Engineering Workshop, USC Center on the Management of Engineering, Research and Innovation in Technology, September 1990

"Management of Inter-functional Coordination for Product-Process Innovation"

Chairman of an Invited Session, ORSA/TIMS, Las Vegas, May 1990

"Issues in the Manufacturing-Marketing Linkage"

Invited paper at ORSA/TIMS Conference, Las Vegas, May 1990

"Stocking Versus Special Ordering in Retailing Consumer Durables" (with S. Rajagopalan)

Invited paper at ORSA/TIMS Conference, Vancouver, Canada, May 1989:

"Finite Capacity Planning and Scheduling for Cellular Manufacturing"

Invited paper at Automated Airframe Assembly Program, Technical Transfer Meeting,, April 1989:

"Towards a Service Factory using Flexible Manufacturing Systems"

Invited talk at ASME's Manufacturing International '88 Conference, April 1988:

"Integrating Product Positioning Strategy with Design of Flexible Manufacturing Systems"

Invited talk at NATO Advanced Study Institute on CIM: Current Status and Challenges, August-September 1987:

(a) "Feedback Control Theory Approach for Scheduling Flexible Manufacturing Systems,"

(b) "Minimal Bottleneck Cell Approach for Generating Part-Machine Families in Cellular Manufacturing" (with A. Vannelli).

Invited speaker on "Automation and Flexible Manufacturing" at Ennore Foundries Ltd., Ennore, India, August 1986.

Invited speaker on "Responsibility for Total Quality Assurance" at Revere Copper and Brass Inc., June 1986.

Invited chairman of a session on Flexible Manufacturing Systems, Canadian Operations Research Society Meeting, Toronto, Canada, June, 1986.

Invited talk at the School on Combinatorial Optimization, Rio de Janeiro, Brazil, July 8-19, 1985: "Clustering Analysis: Models and Algorithms" (with A. Kusiak and A. Vannelli).

Invited talk at the 27th National Canadian Operations Research Society (CORS) Meeting, Halifax, Nova Scotia, May 22-24, 1985: "An Eigenvector Approach for Grouping Component-Processor Families" (with A. Vannelli).

Invited participant in Workshop on Knowledge Engineering for Industry held at the Department of Industrial Engineering, University of Toronto, May 13-15, 1985.

Invited Speaker, American Production and Inventory Control Society (APICS), Heart of Illinois Chapter, April 16, 1985. "Flexible Manufacturing and Group Technology."

### Reviewing Activities

Have reviewed articles for journals including:

Management Science  
Decision Science  
Production and Operations Management  
European Journal of Operations Research  
Marketing Science

IIE Transactions  
International Journal of Production Research  
Operations Management Education Review  
Journal of Operations Management  
Sloan Management Review

## COURSES TAUGHT/DEVELOPED

**PRIME**  
1997-

### **Business Environment and Management Practices in the Pacific Rim**

Conceived the fundamental structure for a required course for all full-time Marshall MBA students to provide students with an opportunity to study and to assess the Pacific Rim business environment, including macroeconomic and financial structures, business practices, regulatory systems, and other cultural and social conditions. The course seeks to train students as global managers by allowing them to compare and contrast the U.S. business experience with those of Pacific Rim nations and industries.

The course has four interrelated learning components:

#### **1. Fundamentals of Global Business:**

The first component of the course is a series of cases and readings on topics of international trade and international finance, global marketing, operations management, and international business strategy as applied to business practices and outcomes in the Pacific Rim.

#### **2. Country Specific Lectures:**

The second component of the course is a series of country-specific lectures and readings on the political and social environment of business, business systems and corporate culture, business etiquette, and key trade and investment issues.

#### **3. Team Project:**

The third component of the course is a group project focusing on international business and global strategy issues in the context of a Pacific Rim sector-specific or company-specific business issue. Student teams will be assigned to each of the projects. A class presentation by each team is required before the field trip, as well as a final presentation after returning from the field trip. A written report is also required from each project team.

#### **4. Field Trip:**

The fourth component of the course is a field trip to selected companies and institutions in a particular Pacific Rim country. The field trip provides a vibrant experiential learning environment in which to integrate the first, second and third components of the course. The trip consists of a five-day schedule of on-site visits to inspect the global operations and interview senior managers of the companies/institutions. It is an intense business experience with a grueling (but exciting) all-day schedule. All participants are expected to actively engage at *all* the companies/institutions during the field trip.

This course is the first of its kind in US Business Schools and has been featured in articles in **Business Week**, **Newsweek**, **Wall Street Journal**, **LA Times**, **Fortune**, **US News and World Report** and numerous other publications reviewing MBA programs in the US.

Executive Education

### **Chiang Manufacturing Leadership Program**

Design and develop a 12-week executive education course for senior Chinese manufacturing managers encompassing themes on Quality, Product Design and Project Management, Manufacturing Systems, Manufacturing Information Systems and Manufacturing and Low-cost Strategies. An innovative part of the course was to go on a site visit every week to a local manufacturing company focused on the theme for the week. Companies visited include Xerox, United Parcel Service, Toyota, Allied Signal, etc. Another innovation was the coordination of 20 faculty members from both Engineering and Business Schools to teach this program.

IOM 537

### **Information Systems Management for Global Operations**

Course focuses on coordination of a global firm's operational and information systems plans in a technologically changing environment. New process technologies such as CAD, Robotics and various computer-assisted processing tools are changing the nature of global operations in both services and manufacturing. New telecommunication technologies such as high speed data networks, satellite links, ISDN, EDI and video conferencing are changing the nature of global communications. Site visits to global companies and in-depth consulting reports to these firms are inherent parts of this course. Refereed journal articles about this course in *Production and Operations Management* and *Journal of Global Information Technology*.

MSM-IE  
Theme 8

Course in USC's Master of Science in Management for Information Executives, entitled "**Management of Business Resources and Operations**"

Introduce the scope of operations within the strategic outlook of the business and its interrelationship with corporate and other functional strategies. Develop an understanding of operations from a global competitive perspective, from an information technology perspective as well as a continual improvement perspective.

EMBA  
Theme 4

Theme in USC's Executive MBA, entitled "**Technology and Information Systems Management**"

Introduce the basic processes in operations and their linkages with other functional objectives. Develop an understanding of the scope of decisions in operational planning and control and the use of management science tools. Introduce concepts of JIT and MRPII and the information systems role. Develop an understanding of emerging technologies in hardware, software, financial hedging, marketing research and accounting innovations.

IOM 583

### **Operations Consulting**

Course focuses on issues that operations consulting firms help businesses in the real world. To make even more real, student groups are forced to consult with local companies and go through the entire process of defining the scope of the project all the way to recommending solutions as well as implementation steps. The projects vary from strategic issues to tactical problems involving manufacturing and service firms.

## **UNIVERSITY AND SCHOOL SERVICES**

### University Committees

Member, Global Initiatives Advisory Board, 2005-7

Member, WASC Accreditation Steering Committee, 2005-6

Member, Academic Affairs Council, 2004-6

USC Ambassador, 1997-

Member, International Affairs Committee, 1996-2004

Advisory Board, Asia-Pacific Institute, 1995-97

Member, USC International Task Force, 1993-6

Zumberge Research Innovation Fund, SBA Representative, 1994

Member, USC's Center for the Management of Engineering, Research, Innovation and Technology. (MERIT), 1988 - 1999

Associate Director of Research, USC's Center for Operations Management, Education and Research (COMER), 1987 -1999

### School Committees and Service

Member, Marshall School Strategic Planning Committee, 2005

Co-Chair, MBA Curriculum Innovation Committee, 2004-5

Steering Committee Member, ASOM/Marshall EMBA Program, Shanghai China, 2002-

Member, Graduate Studies/Curriculum Committee, 2001-4

Member, CIBER Advisory Committee, 1998-

Member, SBA Personnel Committee, 1995-98

Core Faculty Member, USC Executive MBA program, 1988-95

Member, SBA International Task Force, 1988 - 1989

Member, SBA Ph.D. Committee, 1987 - 1989

Member, USC Executive MBA Curriculum Restructuring Committee, 1988 - 1989

Member, USC MBA Second Year Elective Track Committee, 1987 - 1989

Core Faculty Member, USC Master of Science in Management for Information Executives, 1987 - 1989

Organized a Student Chapter of the American Production and Inventory Control Society (APICS) and served as Faculty Liaison, May 1985 - December 1986.

#### Doctoral Committees

USC Ph.D. thesis committee member, Art Dhallin, from Industrial and Systems Engineering, Dissertation Proposal completed December 2007

USC Ph.D. thesis committee member, Wayne Johansson, completed October 2003

USC Ph.D. thesis chairperson, Dongwon Lee, completed January 2003, joined as Assistant Professor at Inha University, Seoul, S. Korea

USC Ph.D. thesis committee member, Arvind Malhotra, completed December 1999; now Associate Professor at University of North Carolina.

USC Ph.D. thesis committee member, Sanjay Gossain, completed December 1999; joined as Assistant Professor at University of Maryland.

USC Ph.D. thesis committee member, Chi-Hsein Wu from Engineering School, completed September 1999.

USC Ph.D. thesis committee member, Douglas Stewart, completed December 1996; joined as Assistant Professor at Michigan State University.

USC Ph.D. thesis committee member, Ting-li Lin from Industrial and Systems Engineering, completed December 1995.

USC Ph.D. thesis committee member, Andreas Soteriou, completed December 1994; now Associate Professor at University of Cyprus.

USC Ph.D. thesis chairperson, George Hadjinicola, completed June 1993; now Associate Professor at University of Cyprus.

USC Ph.D. thesis chairperson, Arvinder Loomba, completed June 1993; now Professor at San Jose State University.

USC Ph.D. thesis committee member, William Youngdahl, completed May 1992; now Associate Professor at Thunderbird University at Phoenix, Arizona.

USC Ph.D. thesis committee member, Deborah Scholtz nee Kellogg, completed May 1991; now Associate Professor at University of Denver at Colorado.

University of Illinois Ph.D. thesis chairperson, Dennis Kroll, completed May 1989; now Professor at Bradley University at Peoria.

USC Ph.D. thesis committee member, Blair Berkeley, completed August 1988; now Associate Professor at California State University at Northridge.

University of Illinois Ph.D. thesis committee member, Thomas Gruca, completed August 1988; now Professor at University of Iowa at Iowa City.

University of Illinois Ph.D. thesis chairperson, James Gross, completed May 1987; now Associate Professor at University of Wisconsin at Oshkosh.

University of Illinois Ph.D. thesis committee member, Eui-ho Suh, completed August 1986; now Professor at POSTECH University, Pohang, South Korea.

University of Illinois Ph.D. thesis chairperson, Jisoo Yu, completed May 1986; now Professor and Dean of the Business School at Kookmin University, Seoul, South Korea.

University of Illinois Ph.D. thesis chairperson, Seung-baum Kim, completed February 1986; now Professor at Ajou University, Kyunggi-do, South Korea.

### **FELLOWSHIPS, SCHOLARSHIPS AND HONORS**

Invited, Board Member, Goodwill of Southern California, June 2007-

Invited, Member of Substantive Change Committee, Western Association of Schools and Colleges, 2006

Nominated (by Deputy Dean and Chair) for Fellow position in USC's Center for Excellence in Teaching, 2004

Invited Member, Special Interest Group, Information Technology Hardware, Ministry of Information Technology, Government of India, 2000-2001

Invited Member, Special Faculty Panel (other two members from University of Chicago and Technion University, Israel) to evaluate the Business School at the University of Cyprus, September 2000

Golden Apple Award, Graduate Teaching, Marshall School of Business, 2000

Plaque of Appreciation, Asian Professional Exchange APEX, April 1998

Plaque of Appreciation, University of Southern California, Distribution Management Program, 1994

Certificate of Appreciation, University of Southern California, IS/OM Club, 1994

Keynote Speaker, Executive Briefing, USC Orange County Center, October 1993.

Keynote Speaker, Operations Management Association Conference, Montreal, April 1993

Certificate of Appreciation, University of Southern California, IBEAR Program, 1991

Full Member, Operation Research Society of America, 1989-

Customer Service (Teaching) Award, University of Southern California, MSMIE Program, 1989.

Dean's Research Fellowship, USC School of Business Administration, 1988-90

Outstanding Educator Award, University of Illinois MBA Association, 1984-85, 1981-82



Vice President for Education, Churand Chapter of APICS, 1986-1987

Cabell Fellowship, Technological Institute, Northwestern University, 1979-80

Walter P. Murphy Fellowship, Department of Industrial Engineering, Northwestern University, 1976-77.

Member of the following Honor Societies:

International Operations Research Honor Society (Omega Rho)

National Engineering Honor Society (Tau Beta Pi)

Scientific Research Society (Sigma Xi)