

CURRICULUM VITAE FOR PROMOTION

RACHNA SHAH

ACADEMIC RANK

Professor, Supply Chain and Operations Department, Carlson School of Management

EDUCATION

| | | |
|------------------------------------|--|----------|
| B. A. (Honors) | Delhi University, New Delhi, India Major: Economics Minor: Mathematics/Statistics | May 1988 |
| MBA | The Ohio State University Majors: Finance, Marketing | Jun 1992 |
| Ph. D. | The Ohio State University Major: Operations and Management Science Minor: Quantitative Methods Thesis Title: A configurational view of lean manufacturing and its theoretical implications Thesis Committee: Peter Ward (Advisor), William Berry, Michael Browne, and David Collier. | Aug 2002 |
| Six Sigma Black Belt Certification | Juran Center for Leadership in Quality, Carlson School of Management University of Minnesota | May 2004 |

POSITIONS/EMPLOYMENT

| | |
|---|--------------|
| The Carlson School, University of Minnesota | |
| - Professor | 2020 -- |
| - Associate Professor | 2010 -- 2020 |
| - Assistant Professor | 2002 – 2010 |
| - Ph.D. Coordinator, Supply Chain and Operations Department | 2020 -- |
| Fisher College of Business, The Ohio State University Department of Management Science - Research Assistant | 1997 – 2002 |

HONORS, AWARDS and RECOGNITION

Research Impact on U.S. Federal Regulations

Research on inspections cited in, and used to develop, EPA Risk Management Regulation (page 81)

https://www.epa.gov/sites/production/files/2016-12/documents/rmp_RTC_compiled_12-21-16.pdf

University of Minnesota

- Carlson School Annual Faculty Service Award Sep 2018

External Sources

National/International Honors

- Fulbright Specialist Grant, Multi-Year 2017 - 2020
- Raymond E. Miles Distinguished Scholar Award, Department of Management, UNT, Dallas Oct 2013
- Resident Scholar, Cardiff Business School, Cardiff University, Wales, UK Aug 2012
- First Research Fellow, Center for Operational Excellence, The Ohio State University Apr 2008
- Wickham Skinner Early Career Research Accomplishments Award, Annual POMS Conference May 2007
- Shingo Research and Professional Publication Prize for Excellence in Manufacturing May 2004

Best Papers and Such

- Jack Meredith Best Published Paper Award, Journal of Operations Management Aug 2019
- Best Student Paper Award, Annual POMS Conference Nov 2016
- Best Student Paper Award, Finalist, Annual Academy of Management Aug 2016
- Best Published Article Finalist, National Decision Sciences Institute Nov 2006
- Chan Hahn Best Conference Paper Award Finalist, Academy of Management Conference Aug 2006
- Best Dissertation Award, Honorable Mention, National Decision Sciences Institute Nov 2003
- Student Paper Award, Honorable Mention Academy of Management Conference Aug 2002

Service Related

- Meritorious Service Award, Operations and Supply Chain Management Division, AOM Aug 2020
- Outstanding POMS Senior Editor Award Aug 2019
- Outstanding POMS Board Member Award 2015-2016
- Outstanding POMS Board Member Award 2009-2010
- Outstanding Editorial Board Member Award, National Decision Sciences Institute Nov 2008
- Best Reviewer Award, Decision Science Journal Nov 2004

Other Honors

- Pacesetter Award, Fisher College of Business, The Ohio State University May 2001
- Best paper award, 2nd Place, Edward F. Hayes Graduate Research Forum, The Ohio State Univ Apr 2000
- Best paper award, 3rd Place, Edward F. Hayes Graduate Research Forum, The Ohio State Univ Apr 1999
- Best paper award, 2nd Place, Edward F. Hayes Graduate Research Forum, The Ohio State Univ Apr 1998

PUBLICATIONS

Refereed Journal Articles

26. Shah, R. Holweg, M. (2021). Understanding Lean: Beyond Efficiency. *Journal of Operations Management, Forthcoming.*
25. Hardcopf, R., Shah, R., Liu, G. (2021). "Lean production and operational performance: The influence of organizational culture." *International Journal of Production Economics, Forthcoming.*
24. Hardcopf, R., Shah, R., Dhanorkar, S. (2021). "The impact of a spill or pollution accident on firm environmental activity." *Production and Operations Management, Forthcoming.*
23. Hardcopf, R., Shah, R., and Mukherjee, U. (2019). "Explaining heterogeneity in EMP adoption: Does industry membership matter more than firm characteristics?" *Production and Operations Management, 28(11): 2898-2918.*

22. Ball, G., Shah, R., and Donohue, K. (2018) "The Decision to Recall: A Behavioral Investigation in the Medical Device Industry," *Journal of Operations Management*, 62(1): 1-15.
21. Ball, G., Shah, R., and Wowak, K. (2018) "Market Competition and Firm Efficiency Effects on Product Performance" *Journal of Operations Management*, 58-59(3): 59-72.
20. Ball, G., Siemsen, E., and Shah, R. (2017) "Do Plant Inspections Predict Future Quality: The Role of Investigator Experience" *Manufacturing and Service Operations Management*, 19 (4): 534-550.
 • LEAD ARTICLE
19. Shah, R., Ball, G., Netessine, S. (2016) "Plant Operations and Product Recalls in the Automotive Industry: An Empirical Investigation." *Management Science*, 63 (8): 2439-2459.
18. Peng, X., Shah, R., Schroeder, R.G., and Verghese, A. (2012) "The Relationship Between External Integration, and Plant Improvement and Innovation Capabilities: The Moderation Effect of Product Clockspeed. *Journal of Supply Chain Management*, 49(3): 3-24.
17. Liu, G., Shah, R., and Babakus, Emin (2012). When to Mass Customize: The Impact of Environmental Uncertainty. *Decision Science Journal*, 43(5): 851-887.
16. Liu, G., Shah, R., Schroeder, R.G. (2012). "The Relationship Among Functional Integration, Mass Customization and Plant Performance." *International Journal of Production Research*, 50(3): 677-690.
15. McDermott, C., Stock, G., and Shah, R. (2011) Relating Focus to Quality and Cost in a Healthcare Setting. *Operations Management Research Journal*, 4(3-4): 127-137.
14. Peng, X., Shah, R., and Schroeder, R. G. (2010). "Competitive Priorities, Plant Improvement and Innovation Capabilities, and Operational Performance: An Empirical Test of Two Forms of Fit." *International Journal of Operations and Production Management*, 31(5): 484-510.
 • 100+ Cites on Google Scholar
13. Schroeder, R. G., Shah, R and Peng, X. (2010). "The Cumulative Capability "Sand Cone" Model Revisited: A New Perspective for Manufacturing Strategy." *International Journal of Production Research*, 49(16): 4879-4901.
 • 100+ Cites on Google Scholar
12. Liu, G., Shah, R and Schroeder, R. G (2010). "Managing Demand And Supply Uncertainties to Achieve Mass Customization Ability. *Journal of Manufacturing and Technology Management*, 21(8): 990-1012.
11. Liu, G., McKone-Sweet, K., and Shah, R. (2009). "Assessing the Performance Impact of Supply Chain Planning in Net-Enhanced Organizations." *Operations Management Research Journal*, 2(4): 33-43.
10. Mishra, A and Shah, R. (2009). "In Union Lies Strength: Collaborative Competence in New Product Development and its Performance Effects." *Journal of Operations Management*, 27(2): 324-338.
 • 375+ cites on Google Scholar
9. Shah, R., Goldstein, S.M., Henry, TD, Unger, BT. (2008). "Explaining Anomalous High Performance in a Healthcare Supply Chain." *Decision Science Journal*, 39(4): 759-789.
 • 100+ Cites on Google Scholar
8. Peng, X., Schroeder, R.G., and Shah, R. (2008). "Linking Routines to Operations Capabilities: A New Perspective." *Journal of Operations Management*, 26(6): 730-748.

- 600+ cites on Google Scholar
 - Finalist, Chan Hahn Best Paper Award at Annual Academy of Management Meeting in 2005.
7. Shah, R., Chandrasekaran, A., and Linderman, K. (2008). "In Pursuit of Implementation Patterns: The Context of Lean and Six Sigma." *International Journal of Production Research*, 46(23): 6679-6699.
 • 350+ cites on Google Scholar
6. Shah, R. and Shin, H., (2007). "Relationships Among Information Technology, Inventory, and Profitability: An Investigation of Level Invariance Using Sector Level Data." *Journal of Operations Management*, 25(4): 768-784.
 • 100+ cites on Google Scholar
5. Shah, R. and Ward, P.T., (2007). "Defining and Developing Measures of Lean Production." *Journal of Operations Management*, 25(2): 785-805.
 • 2500+ cites on Google Scholar
 • One of the top ten most downloaded papers since its publication on the JOM website.
4. Liu, G., Shah, R. and Schroeder, R.G., (2006). "Linking Work Design to Mass Customization: A Sociotechnical Systems Perspective." *Decision Science*, 37(4): 519-545.
 • Finalist, the Annual Best Paper Award Published in Decision Science in 2006.
 • 150+ cites on Google Scholar
3. Shah, R. And Goldstein, S.M. (2006) "Use of Structural Equation Modeling in Operations Management Research: Looking Back and Forward." *Journal of Operations Management*, 24(1): pp. 148-169.
 • 1000+ cites in Google Scholar
2. Shah, R. and Ward, P.T., (2003) "Lean Manufacturing: Context, Practice Bundles and Performance," *Journal of Operations Management*, 21(3): 129-149.
 • 3000+ cites in Google Scholar
 • One of the top ten most downloaded papers since its publication on the JOM website.
 • Won the Shingo Award for Excellence in Research, 2004.
1. Shah, R., Meyer, S.M., Ward, P.T., (2002) "Aligning Supply Chain Management Characteristics and Inter-Organizational Information System Types: An Exploratory Study," *IEEE Transactions on Engineering Management*, 49(3): 282-292.
 • 150+ cites on Google Scholar

ARTICLES UNDER REVISION OR UNDER REVIEW

27. Verghese AJ., Narayananan, A., Peng, DX., Venkatraman, S., Shah, R. "Examining time to recall as a driver of recall completion ratio in automotive supply chains: The moderating role of dealership network characteristics". *Journal of Operations Management*, 1st Round Revision requested.
28. Janusek, S., Netland, T., Pilkington, A., and Shah, R. "The Evolution of Lean: Taking Stock and Looking Ahead." *Journal of Operations Management*, 1st Round Revision, Authors listed alphabetically.
29. Kang, S., Shah, R., and Linderman, K. "Does Announcing the Visit Matter? An Empirical Examination in US Nursing Homes". *Production and Operations Management*, 1st Round Revision requested.

30. Hardcopf, R., Linderman, K., and Shah, R. "Examining the effect of public commitments on implementing environmental management practices: The role of an environmental controversy." *Decision Science Journal*, Submitted.
31. Hardcopf, R., Shah, R. "Do Environmental Accidents Influence Product Recalls? An Investigation of Operational Decision-Making Bias." *Journal of Business Ethics*, Submitted.
32. Shah, R., Goldstein, S. M., and Narayanan, S. "Does Reducing Deviation Improve Performance? An Empirical Examination in Delivering Heart Attack Care". *Management Science*, Resubmit.
33. Shah, R., Nyugen, J, and Ball, G. "Quick to Respond or Slow to Learn: An Empirical Examination of Product Recall Responsiveness". *Management Science*, Reject and Resubmit.

WORKING PAPERS

34. Tyagi, H., and Shah, R. "Pharmaceutical drug shortages: A comprehensive literature review. *Production and Operations Management*.
35. Kang, S., Shah, R, and Goldstein, S.M. "The Dark Side of Focus: Is Patient-Centered Care the Cure?" *Production and Operations Management*. Reject.
36. Shah, R, Murphy, A., and Narayananmurthy, G. "Facing the music: The impact of Penalties on Quality Ratings of US Nursing Homes." *Management Science*. Reject and Resubmit.
37. Kang, S. and Shah, R. "Organizational learning, complexity, and risk management performance: Evidence from the Oil and Gas transportation." *Journal of Operations Management*.
38. Shah, R., Petersen, F., and Portioli, A. "The moderating role of operations decisions in the relationship between dynamic environment and firm performance." *Journal of Operations Management*.
39. Shah, R., Swink, M., and Bendoly, E., (2015) "The Grass Is Not Always Greener: Productivity Impacts of Scanning in Switching." *Production and Operations Management*, 3rd Round Revise and Resubmit.

OTHER PUBLISHED MONOGRAPHS AND INVITED ARTICLES

- Shah, R, Singh, G, and Puri, S (2016) "Volkswagen Emission Scandal: Reputation Recovery and Recall Strategy" Case and Teaching Note, Ivey Publishing
- Shah, R. (2008) "Bridging the gap between doctoral training and rookie hiring: A conversation with Gerard Cachon and Cheryl Gaimon." *POMS Chronicle*, 15(2): 5-7.
- Shah, R. (2006) "Future of process management and implications for management students: An interview with James P. Womack." *POMS Chronicle*, 13(1): 5-9.
- Ward, Peter T. and Shah, R., 2000. "Training pays flexibility dividends," IndustryWeek Census of Manufacturers 4th Annual Research Report, Penton Media Inc.
- Ward, Peter T. and Shah, R., 1999. "World Class Manufacturing – Best Vs the Rest," Chapter 2, America's Best Plant Annual Report, Penton Media Inc.

WORK IN PROGRESS

- Monograph: Foundations and Trends in Technology, Information and Operations Management Series; Tentative title: Operations Strategy. Authors: Shah, R and Schroeder, R.G. Approximately 200 pages.

INVITED PRESENTATIONS and WORKSHOP PARTICIPATION

External Invited Named Presentations and Keynotes

- | | |
|--|----------|
| • Indiana University. 2 nd Annual Senior Scholars Virtual Symposium. The past, the present, and the Future: Charting Emerging Research Themes in OM, Decision Sciences/Analytics, and IS. | May 2020 |
| • ENEGEP conference, Largest Conference in Latin America, organized by ABEPRO, the Brazilian Association of Industrial Engineering (~2,000 participants) | Oct 2018 |
| • Univ of Minnesota Healthcare Quality Improvement Collaborative (100+ Healthcare providers) | Feb 2015 |
| • NITIE, Mumbai, India | Dec 2014 |

External Invited Presentations – Academic

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|---|-----------|
| • UT Austin, | Oct 2021 |
| • Boston University, Questrom School of Business | Fall 2020 |
| • Arizona State University, WP Carey School of Business | Feb 2020 |
| • ETH Zurich | Dec 2019 |
| • University of International Business and Economics, Shanghai, China | Mar 2019 |
| • Texas A&M University, Mays Business School | Feb 2019 |
| • Georgia Institute of Technology, Scheller College of Business | Oct 2018 |
| • Oxford University, Judge Business School | Sep 2018 |
| • Indian Institute of Management Kozhikode, Kerala India | Jul 2018 |
| • Eli Broad School of Management, Michigan State University | Mar 2018 |
| • University of North Carolina, Kenan-Flagler School of Management | Nov 2017 |
| • Rutgers University, Rutgers Business School | Apr 2016 |
| • Purdue University, Krannert School of Management | Oct 2015 |
| • Polytechnico di Milano, Milan, Italy | Jun 2014 |
| • University of North Texas, College of Business, Distinguished Scholar Seminar | Oct 2013 |
| • University of Pennsylvania, The Wharton School | Oct 2013 |
| • Cambridge University, Judge Business School, UK | Apr 2013 |
| • Cardiff University, UK | Mar 2013 |
| • INSEAD, France | May 2012 |
| • Boston University | Apr 2012 |
| • Instituto de Empresa Business School, Madrid, Spain | Mar 2012 |
| • Texas A&M University, Mays Business School | Mar 2011 |
| • Eli Broad School of Management, Michigan State University | Nov 2008 |
| • Harvard University, Harvard Business School | Oct 2008 |
| • Cornell University | Oct 2008 |
| • The Ohio State University, Fisher College of Business | Oct 2008 |
| • York University, Canada | Oct 2007 |
| • University of Illinois, Urbana-Champaign | Mar 2007 |
| • Arizona State University, WP Carey School of Business | Apr 2006 |
| • University of Notre Dame, Mendoza College of Business | Mar 2005 |

External Invited Presentations – Industry

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|--|----------|
| • Medical Alley Association Podcast | May 2021 |
| • Medtronic Corporate Headquarters, Minneapolis MN | Nov 2018 |

- Federal Drug Administration, Washington DC Apr 2014
- Federal Drug Administration, Washington DC Nov 2013
- Universitat de Barcelona & Instituto de Empressa, Madrid, Spain (1 day workshop) Mar 2012
- Fisher College of Business, The Ohio State University – Co-Teach PhD seminar Fall 2008

Other Invited Participation -- External

- Webinar Host, Just in Case or Just in Time, College of Operational Excellence, Production and Operations Management Feb 2022
- Webinar, The Future of Lean, College of Operational Excellence, Production and Operations Management, Nov 2021
- Presenter, CASN-RA, Arizona State University Mar 2021
- Panelist, Future of Health, National Decision Sciences Institute Nov 2021
- Panelist & Moderator, Drug Shortages, National Decision Sciences Institute Nov 2021
- Mayo Clinic Aug 2021
- Panelist, National Decision Sciences Institute Nov 2017
- Panelist & Moderator (FDA), Annual POMS Conference May 2016
- Chair & Presenter, Doctoral Consortium, Annual POMS Conference May 2016
- Chair & Presenter, Doctoral Consortium, Annual POMS Conference May 2015
- Panelist (gender issues), Annual POMS Conference May 2014
- Panelist (hospitality & healthcare), Annual POMS Conference May 2013
- Panelist (dual career issues), Annual POMS Conference May 2013
- Doctoral Consortium, Presenter, National Decision Sciences Institute Nov 2012
- New Faculty Development Consortium, Presenter, National Decision Sciences Institute Nov 2012
- Doctoral Consortium Presenter, Annual POMS Conference Apr 2011
- New Faculty Development Consortium, Presenter, National Decision Sciences Institute Nov 2010
- Panelist (service supply chains), Annual POMS Conference May 2009
- Empirical Workshop Discussant, The Wharton School, University of Pennsylvania Oct 2008
- Helsinki University of Technology (TKK), External Doctoral Dissertation Examiner Mar 2008
- Doctoral Consortium, Faculty Mentor, National Decision Sciences Institute Nov 2007
- Empirical Research Workshop Participant, The Wharton School, University of Pennsylvania 2006-2015
- IMVP Conference Discussant, The Wharton School, University of Pennsylvania Jun 2007
- Technology Conference Participant, The Wharton School, University of Pennsylvania Apr 2007
- Empirical Workshop Participant, Kellogg Business School, Northwestern University Sep 2006

Internal Invited Presentations

- Carlson, Undergrad Honors Program Nov 2021
- Carlson Summer Applied Econ Seminar Series Summer 2016
- SCO PhD Brown Bag Seminar Nov 2015
- Carlson Summer Applied Econ Seminar Series Summer 2015
- Carlson Multidisciplinary Academic Research Summit Mar 2013
- Carlson Summer Applied Econ Seminar Series Summer 2013
- Supply Chain and Operations Biannual Board Meeting Nov 2012
- MILI Annual Award Ceremony Jun 2009
- Carlson Summit on Summit Seminar Dec 2007
- Carlson School MIS Research Center Seminar, May 2005
- Juran Center For Quality Black Belt Leadership Program May 2005
- Juran Center For Quality Black Belt Leadership Program Oct 2004

CONFERENCE PRESENTATIONS

2020 -

- National Decision Sciences Institute, Nov 2021
- INFORMS Oct 2021
- AOM Aug 2021
- POMS Apr 2021
- Lean Research: 30th Anniversary and Mid-Life Crisis, EUROMA, May 2020.

2015 - 2019

- In Pursuit of Work Life Balance. Doctoral and New Faculty Development Consortia, National Decision Sciences Institute, Nov 2019.
- Operational Excellence around the World, with Torbjorn Netland. Annual POMS Conference, May 2019.
- Does Announcing the Visit Matter? An Empirical Examination in US Nursing Homes, with Sehwon Kang. Annual POMS Conference, May 2019.
- Do environmental controversies affect the product recall decision? with Rick Hardcopf and George Ball, Annual POMS Conference, May, 2018.
- Secondary Data Resources and Methods used in Recall Research, with George Ball, Ahmet Colak, Ujjal Mukherjee, and Vidya Mani. Annual POMS Conference, May, 2018.
- Are Inspections Effective? The Differing Roles of Self-Inspections and External Inspections, with Sehwon Kang. Annual POMS Conference, May 2017.
- Explaining Heterogeneity in Environmental Practice Adoption: A Multi-Level Approach, with Rick Hardcopf and Ujjal Mukherjee, Annual POMS Conference, May, 2017.
- Do penalties matter? Examining effect of penalties on Compliance, Annual POMS Conference, May, 2017.
- Impact of Penalties on Conformance Quality in Nursing Home – Role of Resource Allocation and Utilization, with G. Narayananamurthy, National Decision Sciences Institute, Nov 2015.
- Are Penalties "Sticky" in the Long Term? An Empirical Investigation in the Healthcare Context, with G. Narayananamurthy, INFORMS, Oct 2015.
- The Impact of Negative Environmental Publicity on Firm Value - The Role of a Green Reputation, with Rick Hardcopf and Ujjal Mukherjee, Annual POMS Conference, May 2015
- Market Competition and Firm Efficiency Effects on Product Recalls, with George Ball, Annual POMS Conference, May 2015
- Healthcare Supply Chain and Its Impact on Performance, with Susan Goldstein and Albena Ivanova, Annual POMS Conference, May 2015
- Fast to Respond or Slow to Learn: An Empirical Examination of the Recall Responsiveness Dilemma, with George Ball, Annual POMS Conference, May 2015
- A Critical Review of "Experimental Research" in Operations Management: Opportunities and Challenges, with Anna Errore, Annual POMS Conference, May 2015
- Corporate Environmental and Financial Performance: An Empirical Investigation, with Kedong Chen, Annual POMS Conference, May 2015

2010 -- 2014

- Lean and Performance: The Impact of Organizational Culture, with Rick Hardcopf, Annual POMS Conference, May 2014
- Beyond The Checklist: It is not WHAT to do but HOW to do it, with Susan Goldstein, Annual POMS Conference, May 2014
- Leading Indicators of Recalls in the United States Pharmaceutical Market: An Empirical Investigation with George Ball, Annual POMS Conference, May 2014

- Is Task-Switching Always Bad? Unraveling Task-Switching Behavior with Morgan Swink and Elliot Bendoly, Annual POMS Conference, May 2014
- The Decision to Recall: A Behavioral Investigation in the Medical Device Industry with George Ball and Karen Donohue, Annual POMS Conference, May 2014
- Cutting GHG Initiatives: Why Do Firms Differ? with Jason Quang and Karen Donohue, Annual POMS Conference, May 2014
- Lean Doesn't Have to be Mean, with S. Narayanan, National Decision Sciences Institute, Nov 2013.
- Causes of Product Recalls, with G. Ball, INFORMS, Oct 2013.
- Product Recall Closure Speed and Impact on Future Recalls, with G. Ball, Annual POMS Conference Apr 2013.
- Lean and Performance, with R. Hardcoppf, Annual POMS Conference, Apr 2013.
- Product Recall Causes in the Automotive Industry: An Empirical Investigation, National Indian Subcontinent DSI Conference, Hyderabad, India, Dec 2012.
- Staffing Manager's Dilemma: Whom to Hire, EUROMA, Amsterdam, Netherlands, Jun 2012.
- Standard Work with Non-Standard Staff, Annual POMS Conference, Apr 2012.
- Cross-Functional Product Development Teams: Role Of Slack with G. Ball, Annual POMS Conference, May 2011.
- Context For Operational Excellence: Linking Frontline Employee Initiatives With Management Responsibilities with G. Anand, National Decision Sciences Institute, Nov 2010.
- Is Lean MEAN? Examining Its Impact On Worker Safety with M. Pagell, Annual Academy of Management Conference, Aug 2010.

2006-2009 Presentations

- Performance Effects Of Lean Practices with G. Anand, Annual POMS Conference, May 2008.
- The Relationship Between Supply Chain Integration And Mass Customization with G. Liu and R. Schroeder, National Decision Sciences Institute, Nov 2008.
- A Taxonomy Of Mass Customization with G. Liu, National Decision Sciences Institute, Nov 2008.
- Matching Supply Chain Integration With Product Clockspeed: Evidence From Manufacturing Operations with X. Peng. and R. Schroeder, National Decision Sciences Institute, Nov 2008.
- Determinants Of Supplier Termination – A Manufacturing Firm's Perspective with H. Shin, Annual POMS Conference, May 2007.
- The Relationship Among Functional Integration, Mass Customization And Plant Performance with G. Liu and R. Schroeder, Annual POMS Conference, May 2007.
- Align Plant Capabilities And Supplier Involvement: A Contingency Perspective with X. Peng. and R. Schroeder, Annual POMS Conference, May 2007.
- Supply Chain Disruption Risk: A System's Perspective with M. Habermann, Annual POMS Conference, May 2007.
- Achieving Customer Responsiveness Through Strategic Sourcing And Networking with E. Bernardes and R. Schroeder, Annual POMS Conference, May 2007.
- Individual Task Variability: Linking Process Improvement To Patient And Hospital Outcomes with S. M. Goldstein, National Decision Sciences Institute, Nov 2007.
- Standard Work With Non-Standard Staff: A Multi-Level Analysis Of Professional Service Work with S. M. Goldstein, and D. Bhave, National Decision Sciences Institute, Nov 2007.
- Integrating Business Functions For Mass Customization And Plant Performance with G. Liu and R. Schroeder, National Decision Sciences Institute, Nov 2007.
- A Plant Level Analysis Of The Relationship Between Operations Capabilities And Supplier Collaboration, with X. Peng. and R. Schroeder, National Decision Sciences Institute, Nov 2007.
- An Information Processing View Of Lean Production with P.T. Ward, Annual POMS Conference, May 2006.
- The Relationship Between Environment, Goals, and Operations Capabilities, A Path Analysis with X. Peng and R. Schroeder, Annual POMS conference, May 2006.

- The Cumulative Capabilities Model Revisited, A New Perspective with X. Peng. and R. Schroeder, Annual POMS conference, May 2006.
- Supply Chain Uncertainty Management Strategies And Mass Customization with G. Liu and R. Schroeder, National Decision Sciences Institute, Nov 2006.
- Align Plant Capabilities and Supplier Involvement: A Structure Contingency Perspective with X. Peng and R. Schroeder, National Decision Science Institute, Nov 2006.
- Towards a Theory of Capabilities in the Manufacturing Plant, Definitions and Measurement with X. Peng and R. Schroeder, Academy of Management Conference, Aug 2006.

2002 -- 2005

- Six Sigma: Evolution of Innovative Work Practices with G. Anand, and P. T. Ward, National Decision Sciences Institute, Nov 2005.
- A Taxonomy Of Mass Customization And Its Implications For Work Design with G. Liu and R. Schroeder, National Decision Sciences Institute, Nov 2005.
- Lean Production System – A Stipulative Definition with P.T. Ward, Annual POMS Conference, May 2005.
- Strategic Configurations Underlying Lean Production: In Pursuit Of Responsiveness with P.T. Ward, Annual POMS Conference, May 2005.
- When Does IT Matter? A Configurational Approach with K. McKone-Sweet and A. Mishra, Annual POMS Conference, May 2005.
- Assessing the Value of Lean Practices For Service Processes with S. M. Goldstein, Annual POMS Conference, May 2005.
- A Lean Service Application in Health Care with S. M. Goldstein, Annual POMS Conference, May 2005.
- Complementarities among New Product Development Practices: Implications for NPD Performance and Market Performance with A. Mishra, Annual POMS Conference, May 2005.
- Inventory, IT investment and Profitability: Empirical Evidence from Industry Group Analysis with H. Shin, National Decision Sciences Institute, Nov 2004.
- Lean Production System And Six Sigma: Different Faces Of The Same Coin Or Different Coins with K. Linderman, Annual POMS Conference, May 2004.
- A Configurational View Of Lean Production Systems with P.T. Ward, Annual POMS Conference, May 2004.
- New Faculty Consortium – Stages in Academic Career Invited presentation, National Decision Science Institute, Nov 2003.
- Service Processes: What does lean mean? Shah, R (Session Chair), Panel session, National Decision Sciences Institute, Nov 2002.
- Lean Manufacturing: Context, Practice Bundles and Performance with P.T. Ward, Annual Academy of Management Conference, Aug 2002.
- The Role of Customer Relationship Management in Manufacturing Plants with D.A. Collier, Service Management Workshop, Indiana University, May 2002.

Presentations to 2001

- U. S. Manufacturing: Effects of Contextual Factors on Implementation of Key Manufacturing Practices with P. T. Ward, National Decision Sciences Institute, Nov 2000.
- The Degree of Leadership Makes A Difference in Creating Superior Performance with D.A. Collier, Southeast Regional Decision Sciences Institute, Apr 2000.
- Dynamism, Proactiveness, and Firm Performance with P.T. Ward, National Decision Sciences Institute, Nov 1999.
- World Class Manufacturing – Best vs. the Rest with P.T. Ward, National Decision Sciences Institute, Nov 1999.

TEACHING AND CURRICULUM DEVELOPMENT

Carlson School of Management, University of Minnesota (Credit)

SCO 8711: PhD Seminar in Operations Management using Empirical and Econometric Tools

- Fall 2020
- Fall 2018
- Fall 2016
- Fall 2014
- Fall 2012
- Fall 2010
- Spring 2009
- Fall 2006
- Fall 2004

MBA 6220: PT MBA Core in Operations Management (In-Class)

- Fall 2021
- Fall 2020
- Fall 2019
- Fall 2015
- Fall 2014
- Spring 2014 (2 Sections)
- Fall 2013
- Fall 2011
- Fall 2010
- Spring 2009 (3 sections)
- Fall 2005 (2 sections)
- Fall 2004 (3 sections)

MBA 6220: PT MBA Core in Operations Management (Online)

- Fall2021
- Spring 2021
- Spring 2020
- Fall 2019
- Spring 2019
- Fall 2018
- Spring 2018
- Fall 2017 (2 Sections)
- Fall 2016
- Spring 2016
- Fall 2015

SCO 6098: MBA-MS Elective in Operational Excellence via Lean thinking (In-Class Sections)

- Fall 2022
- Fall 2021
- Fall 2020
- Fall 2019
- Fall 2018
- Fall 2017
- Spring 2016

- Fall 2014
- Fall 2013 (2 Sections)
- Spring 2013

MBA 6221: PT MBA Core in Business Statistics (In-Class)

- Fall 2007

SCO 3061: Undergrad Elective in Lean thinking (In-Class)

- Fall 2013
- Fall 2012
- Fall 2011
- Fall 2010
- Fall 2009

OMS 2550: Undergrad Core in Business Statistics (In-Class)

- Fall 2007 (2 sections)
- Fall 2006 (2 sections)
- Fall 2003 (2 sections)
- Spring 2003 (3 sections)

Carlson School of Management, University of Minnesota (Carlson Global Institute)

MBA 5705: Vienna Executive MBA Core in Operations Management (In-Class)

- Fall 2019
- Fall 2018
- Fall 2017
- Fall 2016

GDBA 7209: Joint Doctoral Program with Tsinghua University, Seminar in Service Operations Management (In-Class)

- Spring 2022
- Spring 2021
- Spring 2020
- Spring (Mar) 2019
- Spring (Jan) 2019

Carlson School of Management, University of Minnesota (Exec Education)

- Polaris, Leadership Development Program, Summer 2018
- General Mills, ITQ Program, Fall 2017
- Polaris, Developing lean tools for non-manufacturing, Spring and Summer 2015
- Tata Emerging Leadership Program, SP 2013

Curriculum Development

- *MBA 6220: PT MBA Core in Operations Management (In-Person)*
- *MBA 6220: PT MBA Core in Operations Management (Online)*
- *MBA 5705: Vienna Executive MBA Core in Operations Management (In-Class)*
- *GDBA 7209: Doctoral Seminar in Service Operations Management*

INSEAD, Fontainebleau, France

- PhD Seminar in Empirical Research Methods, May 2012

Fisher College of Business, The Ohio State University

- PhD Seminar in Empirical Research Methods, Fall 2008.
- Undergraduate core in Introductory operations management: 1999, 1998, 1997.
- Undergraduate core in Mathematical modeling and analysis, 1997.

Executive Education

- MBA Foundations Course in Math/Stats, Designed and taught over five day (20 hours), Summer 2000 and 2001.

Teaching Assistant

- Mathematical Modeling and Analysis, 1997.

Research Assistant: Center for Excellence in Manufacturing Management, 1999, 2000, 2001.

- Manage the IndustryWeek “Census of Manufacturers” and “Best Plant” database.
- Conduct analysis to assist member companies to benchmark their operations.

ADVISING AND MENTORING

PhD Students, Carlson School of Management, University of Minnesota

1. Finn Petersen (Role: Advisor)
Dissertation topic: Governance issues in managing quality
2020 -
2. Hanu Tyagi (Role: Advisor)
Dissertation topic: Drug Shortages
2019 -
3. Alison Clement (Role: Advisor)
Dissertation topic: Delivering healthcare in the US: Problems with disparity, burnout and joy
2018 -
4. Sehwon Kang (Role: Advisor)
Dissertation topic: Examining Effectiveness of Inspections and Certifications in Highly Regulated Industries (2019)
Placement: Tilburg University, Netherlands
5. Rick Hardcopp (Role: Advisor)
Dissertation: Heterogeneity in Firm Environmental Management Activity: Antecedents and Operational Impacts (2018)
Placement: Huntsman School, Utah State University, Utah
6. Quang (Jason) Ngyuen, (Role: committee member)
Dissertation: Impact of External Incentive Mechanisms on Energy Efficiency Investments in Industrial Settings (2018)
Placement: University of New South Wales Business School, Sydney, Australia
7. George Ball (Role: Advisor)
Dissertation: Causes and Consequences of Product Recalls (2015)
Placement: Indiana University, Bloomington, IN
8. Sunil Kishore, (Role: committee member, Marketing)
Dissertation: Essays in Sales Force Compensation and Matching Models (2011)
Placement: McKinsey Consulting

9. Marco Habermann (Role: Co-Advisor with Karen Donohue).
Dissertation: Antecedents and Consequences of Supply Chain Disruptions – Three Essays using a Normal Accident Theory Approach (2009)
Placement: University of South Carolina, Columbia, SC
10. Anant Mishra, (Role: committee member)
Dissertation: Essays on Global Sourcing of Technology Projects (2009)
Placement: University of St. Thomas, MN
11. David Peng, (Role: co-advisor with Roger Schroeder)
Dissertation: Exploitation and Exploration of Products And Processes in the Manufacturing Plant: The Measurement, Antecedents, and Consequences (2007)
Placement: Texas A & M University, College Station, TX
12. Gensheng Liu, (Role: co-advisor with Roger Schroeder)
Dissertation: Towards a Theory of Mass Customization – 3 Essays (2006)
Placement: University of Memphis, Memphis, TN
13. Ednilson Bernardes, (Role: co-advisor with Roger Schroeder)
Dissertation: In Search of Responsiveness: Antecedents and Consequences (2006)
Placement: Georgia Southern University, GA

Doctorate in Business Administration, Joint program with Tsinghua University, Beijing, China

14. Xiangqian Song, (Role: Advisor)
Dissertation: The Empirical Study on Value Investing in Primary Market of China's Consumer Service Industry (2021)
15. Yaonan Zheng, (Role: co-advisor)
Dissertation: Research Capability of Demand Chain Collaboration of China's Enterprises of Fashion Items (2020)
16. Jinfu Chu, (Role: co-advisor)
Dissertation: Research on the Integration Development Pattern of Equipment Manufacturing Industry and Service Industry (2018)
Hennan Senyuan Group, Chairman
17. Linhua Song, (Role: co-advisor)
Dissertation: Research on Incentive Effect of Equity Incentive in GEM Listed Company (2018)
Anhui Anke Biotechnology (Group) co. Ltd, Chairman
18. Xiayun Zhou, (Role: co-advisor)
Dissertation: Research on Communications Mode of Chinese Automobile Consumers: Case of Yaxia Automobile Group (2018)
Anhui Yaxia Industry Corporation, Chairman
19. Yueming Zhu, (Role: co-advisor)
Dissertation: Industrial Chain Resource Reallocation and Upgrading – A Theoretical Framework and A Design Case (2018)
Sunrise Group Limited Company, Chairman

External PhD Dissertation Committee Participation

20. Gopalkrishnan Narayananmurthy, IIM Kozhikode, India
Fullbright Scholar; Visited Carlson (Jun 2015 – Mar 2016)
Dissertation: Assessing the Stages of Lean Implementation in the Context of Healthcare Services (2018)
Placement: Liverpool University, UK
21. Keshav Kumar Sharma, XLRI, India (Role: Committee Member)
Dissertation Title: Examining the Cumulative Development of Capabilities and Its Impact on Performance in Hotel Industry in India: An Empirical Analysis (2017)
Placement: IMT Ghaziabad, India
22. Virpi Terkulainen, Helsinki University of Technology, Helsinki, Finland (Role: External Examiner)
Dissertation Title: International Operations: An Organization Design Perspective (2007)
Placement: University College of Dublin, Dublin, Ireland

Graduate Student Activities

External Master's Thesis Committee Participation

- Amanda Strezo, University of Minnesota, Technological Leadership Institute, MS in Medical Device Innovation
Master's Thesis: Leveraging current INTEGER capabilities to expand into adjacent markets (Expected 2022)
- Jacob Anderson, University of Minnesota, Technological Leadership Institute, MS in Medical Device Innovation
Master's Thesis: Assessment of Nordson Medical's position and opportunity within the medical device contract design and manufacturing market (2021)
- Luca Ratti and Gabriele Lopez: Politecnico di Milano, Milan, Italy
Visited Carlson, Fall 2015
Master's Thesis: The role of operational decisions on the relationship between dynamic environment and firm performance (2016)

Undergraduate Student Activities

Undergraduate Honors (summa Cum Laude) Thesis

- Kylie Nhu, Online grocery post-purchase out-of-stock: Applying economic and recovery measures on substitutions, Spring 2022 (expected).
- Charles Park, One bite at a time: The impact of government-Enforced food accessibility on consumer perception. Spring 2021.
- Konnor Slaats, Does New Technology Impact Product Recalls? An Empirical Examination in the Automotive Industry, Spring 2020
- Emily McCluskey, MD or MBA? The Effect of Hospital Governance on Operational and Experiential Outcomes in Minnesota, Spring 2019

SERVICE AND PUBLIC OUTREACH

Service to The Discipline and Profession

National Board Activities

- Elected, Operations and Supply Chain Division, Academy of Management 2017-2022
- Elected member at large, National POMS Board 2015-2016
- Invited committee member to nominate board members, National POMS Board 2015-2017
- Invited committee member to nominate board members, National POMS Board 2011-2013
- National Decision Science Institute 4 member Ad Hoc Committee to evaluate and formulate Institute Goals and Objectives 2011
- Elected member at large, National POMS Board 2009-2010

Editorial Positions

- Production and Operations Management Journal
 - Senior Editor for 2 departments 2011 - 2021
 - Editorial Review Board 2003 – 2010
- Decision Science Journal
 - Department Editor, Healthcare and Service Operations 2017 - 2020
 - Associate Editor 2008 - 2017
- Journal of Operations Management
 - Associate Editor 2008 - 2014
 - Editorial Review Board 2002 - 2008
- POMS Chronicle
 - Area Editor 2003 - 2021
- Operations Management Review
 - Area Editor (2003 to present)
- Ad hoc reviewer: Academy of Management Journal, International Journal for Production and Operations Management, Information System Research, Manufacturing and Service Operations Management, Management Science, MIS Quarterly, Omega.
- Journal review activity: average 15+ manuscripts per year

Involvement in Academic Societies

- Production and Operations Management Society (May of each year)
 - Program Chair, Production and Operations Management Society, Annual Conference 2020
 - Board of Advisors, College of Operational Excellence 2019-2022
 - Member, Skinner Early Career Research Award Committee 2019-2020
 - Chair, Skinner Early Career Research Award Committee 2018-2019
 - President and Founder, College of Operational Excellence 2016 - 2019
 - Track Co-Chair -- Operational Excellence 2017 - 2019
 - Co-Organizer Mini-Conference, College of Operational Excellence 2017 - 2019
 - Chair, Doctoral Consortium, Annual POMS Conference 2015; 2016
 - Reviewer, Best Paper Award Committee, College of Healthcare Operations 2015 - 2017
 - Chair, Best Paper Award Committee, College of Healthcare Operations 2012 - 2013
 - VP Awards, College of Healthcare Ops Mgmt Board, Annual POMS Conference 2011 - 2013

- Track Co-Chair – Lean and JIT track
 - 2012: Organized 15 sessions
 - 2011: Organized 14 sessions
 - 2010: Organized 13 sessions
 - 2009: Organized 10 sessions
 - 2008: Organized 11 sessions
 - 2007: Organized 9 sessions
 - 2006: Organized 11 sessions
- National Decision Science Institute Conference (November of each year)
 - Reviewer, Instructional Award Committee 2012
 - Associate Program Chair, National Conference 2010
 - Track Co-Chair – Healthcare operations, Special interest group 2010
 - Track Co-Chair – Innovative Teaching. Organized 15 sessions 2008
 - Keynote Organizer/Facilitator (Lean Thinking and Operations Management) 2004
 - Session Chair 2004
 - Table Topic Chair, Supply Chain Management session 2000
 - Discussant, Nov 1999, Nov 2000.
- Academy of Management (August of each year)
 - Program Chair, Operations and Supply Chain Management (OSCM) Division 2019
 - Chair, Professional Development Workshop Chair, OSCM Division 2018
 - Member, OSCM Division 2017
 - Session Chair 2004
 - Moderator, Lifetime Achievement Award Receiver 2004
 - Member, at large “OM Scholar Committee 2003-2010
- Others
 - Chair, Lean and Operational Excellence Track, EUROMA 2018
 - Member, Organizing Committee, International POMS Conference, Sidney AU 2018
 - Member, Organizing Committee, International POMS Conference, Mumbai, India 2015-2017
 - Co-organizer LEAN Conference, Fisher College of Business, The Ohio State University 2013

Service to the University of Minnesota

- Member. U of M Provost Task Force on Faculty Behavior in Graduate Education 2021-2022
- Clerk, University Senate 2020-2022
- Member, Graduate School Advisory Board 2020-2022
- Member, Academic Freedom and Tenure Committee 2017-2023
- Member, Senate Committee on Education Policy 2014-2017
- Substitute, Faculty Athletics Oversight Committee (FAOCIA), one year term 2014-2015
- Member, Big 10 Post Graduate Scholarship Review Subcommittee for FAOCIA 2015
- Alternate Member, Faculty Senate Committee 2015
- Mentor, Undergraduate Mentor Program (PDFMP) 2012-2015

Service to Carlson School of Management

- Co-Chair, Carlson Faculty Consultative Committee (FCC) 2019-2020
- Member, Carlson Faculty Consultative Committee (FCC) 2017-2020
- Member, International Faculty Advisory Committee (IFAC) 2019-
- Member, Promotion and Tenure Faculty Review Committee 2013-2015
- Chair, Promotion and Tenure Faculty Review Committee 2018
- Member, Fourth Year Faculty Review Committee 2011;2012

- Member, Fourth Year Faculty Review Committee 2017;2019
- Member, Undergraduate Honors Program Review Committee 2015
- Member, Industry Online MBA Program Review Committee 2015
- Member, Undergraduate Honors Thesis Award Committee 2010-2014
- Member, Undergraduate Faculty Advisory Committee 2010-2014

Service to Supply Chain and Operations Department

- PhD Department Coordinator 2020-
- Recruitment Activities
 - Chair, Faculty Recruitment Committee 2017-2018
 - Chair, Faculty Recruitment Committee 2012-2013
 - Member, Faculty Recruitment Committee 2006-2007
 - Member, Doctoral Student Recruitment Committee 2007-2015
- Administrative Activities
 - Chair, Fourth Year Faculty Review Reading Committee 2019
 - Chair, Fourth Year Faculty Review Reading Committee 2017
 - Member, Master's In Global SCO Management Program Committee 2014-2016
 - Member, Undergraduate Experiential Course Committee 2013-2016
 - Member, Fourth Year Faculty Review Reading Committee 2011
 - Member, OM Major/Minor Undergraduate Curriculum Committee
 - Organizer, OMS Seminar Series 2003-2007
- Grading and Evaluations
 - Reviewer, Schroeder First Year Paper Award 2010 –
 - Grader, Summer Paper, First Year Phd Students 2010 --
 - Grader, Written Take Home exam, Second Year Phd Students 2003 --
 - Grader, Operations Strategy Prelim Exam, Second Year Phd Students 2003 --
 - Committee Member, Prelim Oral Exam, Sehwon Kang, Rick Hardcopf, Jason Ngyuen, George Ball, Ednilson Bernardes, Gensheng Liu, David Peng, Marco Habermann, Anant Mishra
 - Reviewer, Juran Fellowship Program, Juran Center
- Social Activities and Alumni Outreach:
 - Organized/hosted Breakfast SCO faculty, students and alums, Annual POMS Conference May 2017
 - Organized/hosted Dinner SCO faculty, students and alums, Annual POMS Conference May 2015
 - Organized/hosted Dinner SCO faculty, students and alums, National DSI, 2013-2014
 - Member, SCO 25th Year Anniversary Planning Committee 2013-2015

Internal Service: The Ohio State University

- Liaison between OM PhD students and the OM department chair for "Improvement initiatives to OM Doctoral Program," 2000- 2002.

Public and Community Service

- Board Member, University of Minnesota Daily (Campus Newspaper) 2017-2018
- Language Teacher, Twin Cities Chinmaya Mission, Shakopee, MN, 2005-2015
- Parent Representative, Wilson Hill Elementary School at the Worthington School
- District Office for "Elementary School Curriculum Development and Coordination Council" 2000-2002

PROFESSIONAL AFFILIATIONS

- Academy of Management
 - Decision Sciences Institute
 - EUROMA
 - INFORMS
 - Production and Operations Management Society
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WORK EXPERIENCE: INDUSTRY

Operations Manager: Children's Radiology Institute, Children's Hospital, Columbus, OH

8/96 -- 10/96.

Supervise 18 staff personnel in managing all aspects of business operations including streamlining business processes and negotiating, managing and monitoring managed care contracts.

Healthcare Network Manager: Health care management practice, Consulting Company, Columbus, OH

5/94 – 7/96.

Monitored, assessed and managed healthcare expenses of multiple Fortune 500 clients, such as Emerson Electric and RR Donnelley. Developed a financial model to determine the contribution of different product lines and clients to the company's bottom line. The model was adopted company-wide as the basis for resource allocation and service support to different product lines and clients.

Division Manager: V. K. Exports, New Delhi, India

7/84 – 7/85 and 4/88 - 6/89.

Responsible for revenue, profit and loss; supervised nine sales and three operations personnel.

PERSONAL INFORMATION

- Married, Spouse, Jatin Shah
 - Two daughters: Tanya and Priyanka.
 - Interests: Cooking, reading, traveling, playing contract bridge and Sudoku
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