

# CURRICULUM VITAE FOR PROMOTION

RACHNA SHAH

---

## ACADEMIC RANK

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

## EDUCATION

<b>B. A. (Honors)</b>	<b>Delhi University, New Delhi, India</b> Major: Economics Minor: Mathematics/Statistics	<b>May 1988</b>
<b>MBA</b>	<b>The Ohio State University</b> Majors: Finance, Marketing	<b>Jun 1992</b>
<b>Ph. D.</b>	<b>The Ohio State University</b> 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.	<b>Aug 2002</b>
<b>Six Sigma Black Belt Certification</b>	Juran Center for Leadership in Quality, Carlson School of Management University of Minnesota	<b>May 2004</b>

## 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](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, 2<sup>nd</sup> Place, Edward F. Hayes Graduate Research Forum, The Ohio State Univ Apr 2000
- Best paper award, 3<sup>rd</sup> Place, Edward F. Hayes Graduate Research Forum, The Ohio State Univ Apr 1999
- Best paper award, 2<sup>nd</sup> 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., Narayanan, 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*, 1<sup>st</sup> 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*, 1<sup>st</sup> 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*, 1<sup>st</sup> 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 Narayanamurthy, 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*, 3<sup>rd</sup> 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 4<sup>th</sup> 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<sup>nd</sup> 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

- 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

- 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 Empresa, 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: 30<sup>th</sup> 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. Narayanamurthy, National Decision Sciences Institute, Nov 2015.
- Are Penalties "Sticky" in the Long Term? An Empirical Investigation in the Healthcare Context, with G. Narayanamurthy, 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. Hardcopf, 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 Hardcopf (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 Narayanamurthy. 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 25<sup>th</sup> 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
- 

## 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
- 
-