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# Employment

***Associate Professor of Clinical Data Sciences and Operations,*** Marshall School of Business, University of Southern California, (2005 onwards)

***Visiting Professor,*** Indian Institute of Management, Ahmedabad, India (mid-Fall 2003 –Spring 2005)

***Visiting Associate Professor***, Fuqua School of Business, Duke University (10/2000–mid-Fall 2003)

***Member Technical Staff***, Bell Laboratories, Lucent Technologies (7/1998-10/2000).

***Visiting Assistant Professor***, Fuqua School of Business, Duke University (Fall 1996-7/1998)

***Assistant Professor***, Krannert School of Management, Purdue University (1989-1996)

# Education

Ph.D., May l989, Operations Management and Policy Analysis, Carnegie Mellon University.

Thesis: *Congestion, Control, and Pricing in Traffic and Manufacturing Systems*

Thesis Co-Chair: Malachy Carey and Thomas E. Morton

M. B. A., May l975, Faculty of Management Studies, University of Delhi.

Bachelor of Engineering, June 1973, University of Madras.

## Research

Published “A Model for Demand Planning in Supply Chains with Congestion Effects,” (with

Papers U. Venkatadri and Shentao Wang), *Logistics, Vol. 5, No. 1, pp. 1-24, 2022.*

“ Leadership and Competition in Network Supply Chains,” (with P

Majumder), *Management Science*, 54(6), pp. 1189-120, June 2008.

"How Do Shopfloor Supervisors Allocate Their Time?” (with M. Krishnan),

*International Journal of Production Economics, Vol. 105, No. 1, pp. 97-115, 2007.*

“Leader Location, Cooperation and Coordination in Serial Supply Chains,” (with P

Majumder), *Production and Operations Management*, *Vol. 15, No. 1, pp. 22-39, Spring 2006.*

**“**Optimization Based Decision Support for Supply Network Planning,” (with B. Montreuil, A. Saraswat, and U. Venkatadri), *International Journal of* *Production Economics Vol. 103, No. 1, pp. 117-130, September 2006* .

"Improving Access to Science and Math Education in Western Pennsylvania,"

(with R. P. Strauss), *Interfaces*, 29(4), July/August, 1999.

"Staffing and Allocation of Servers in an Administrative Office," (with

G. Lewis and E. Subrahmanian), *Management Science*, 44(4), pp. 548-570, 1998.

"Do Supervisory Inputs Matter in a Capital Intensive Industry ? - Some

Evidence from a Japanese Car Transplant," (with M. Krishnan), *Managerial and Decision Economics*, Vol. 18, pp. 235-245,1997.

"Optimal Consolidation of Municipalities: An Analysis of Alternative

Designs", (with M. Carey, R. Strauss), *Socio-Economic* *Planning Sciences*, 30(2),pp. 103-119, 1996.

"Deciding on Priority Rankings and Prices under Externalities for Packet-Switched Networks," (with K. Altinkemer), *Proceedings of the Third International Conference on Telecommunications Systems*, *Modeling and Analysis*, pp. 408-420, 1994.

"Solving a Class of Network Models for Dynamic Flow Control," (with M. Carey), *European Journal of Operational Research*, 75(1), pp. 151-170, 1994.

"Externalities, Average and Marginal Costs, and Tolls on Congested

Networks with Time-varying Flows," (with M. Carey), *Operations Research*

Vol. 41, No. 1, pp. 217-231, 1993.

"Congested Network Flows: Time-Varying Demands and Start-Time

Policies," (with M. Carey), *European Journal of Operational Research,*

36(2), pp. 227-240, l988.

Working Papers “Resource Pricing and Aggregate Scheduling in Manufacturing Systems,” (with M.

Carey, T. E. Morton).

“Vertical and Horizontal Competition in Decentralized Supply Chains with

Multiple Markets,” (with P. Majumder).

“ Leadership and Firm Performance in a Manufacturing-Marketing System,” (with Deepak Agrawal).

Cases “Colruyt Coffee Processing Operations”: The case examines the processes involved in coffee processing operations staring with receiving raw coffee beans through blending, roasting, grinding and packaging of a Belgian firm. Along with the case, I have developed lecture notes on calculating capacity when one has multiple-products, yield issues and breakdowns.

“Locating Earthquake Shelters in the San Gabriel Valley”: The case introduces students to the formulation and solution of the Set Covering Model.

"Fluidrive Inc.": Based on a local company which manufacturers counter-cyclical products to level demand, the case addresses issues in aggregate planning and master production scheduling. I have produced a video (with L. Schwarz) to accompany the case.

“Mon Valley Education Consortium”: This case helps students learn and integrate concepts and techniques of facility location .

"Bell Cleaners": This case focuses attention on alternate solution strategies in

vehicle routing problems and the associated tradeoffs that need to be made.

ProfessionalPresident, INFORMS Section on Logistics (1995-1998)

Activities

Referee for: Management Science, Operations Research, European Journal of Operational Research, Transportation Science, IIE Transactions, Journal of Operations Management, Production and Operations Management, OPSEARCH.

**Teaching Experience**

Developed and taught the following courses at the graduate, undergraduate, and Ph.D levels.

GSBA 537 Operations Management (for graduate students in the OMBA program)

GSBA 534 Operations Management (for graduate students in the MSGSCM program)

GSBA 534 Operations Management (for graduate students in the PM MBA program)

DSO 547 Designing Spreadsheet-Based Business Models (graduate and undergraduate)

DSO 427 This course focusses on structuringanalyzing and solving four broad classes of managerial problems: Data Analysis, Resource Allocation, Decision Analysis/ Contingent Decisions, and Risk Analysis.

BUAD 493 Research Methods and Game Theory for Honors Students (Undergraduate course—

USC)

Team taught this course. Taught two modules. One on the fundamentals of research: what is good research, how to find a good research topic, how to formulate the key research questions related to the topic of interest and the steps required to conduct the research. The other on game theory,

BUAD 311 Operations Management (Undergraduate core course—USC) and

BUAD 311T Operations Management for Accounting Majors (Undergraduate core course--USC)

Course Coordinator for BUAD 311/311T.

Topics covered include, process analysis, queuing theory, optimization (linear and integer programming), revenue management, project management, statistical process control, inventory models, lean supply chains, project management.

IOM 672 Optimization Models in Operations Management (Ph. D. course—USC)

Topics covered include inventory theory, production planning and scheduling, and supply-chain management.

BUAD 104 Learning International Commerce.

The course provides an introduction to globalization and international business and familiarizes students with the skills needed to be successful in conducting business across borders. The centerpiece of this course is a week-long field study trip to India to learn about the business, economic, and cultural environment in that country. Prior to the trip a set of class sessions cover major themes related to international business and the business environment.

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GBA 370 Global Operations Management (Global Executive MBA core course—Duke)

This course for mid-career executives consists of a two-week Residency (face-to-face classroom instruction) component followed by a 10-week Distance–Learning component. The distance portion is conducted on the web via bulletin boards for case discussion, chat sessions, and e-mail. Developed Flash presentations, ScreenCams, Narrated PowerPoint presentations, and video presentations to assist students in the learning process.

BA 370/ Operations Management (MBA Core course—Duke and Purdue)

MGMT 660 The introductory course for first year MBA students. Topics covered include plant tours, manufacturing strategy, process analysis, queuing theory, periodic and continuous review inventory models, materials requirement planning, just-in-time manufacturing, quality management, business process reengineering, and product development. Pedagogy for this course includes spreadsheet-based models and the extensive use of cases

BA 475 International Operations Management (MBA Elective—Duke)

This is a new course that I developed. Topics covered include operations in global strategy, managing international factory networks, international services, production strategies for emerging markets, developing global products, global sourcing, international facilities location, managing operations exposure, transferring operations across cultures, managing operations in Mexico and global environmental management.

BA 471 Manufacturing Strategy (MBA Elective—Duke)

This is a new course that I have developed. The course is organized in four modules. The first part of the course develops basic concepts and framework of manufacturing strategy based on the approach of Hill (1994). The second module examines the impact of advanced manufacturing technologies on manufacturing strategy. The third module examines the rise, growth and diffusion of “lean” production, and the impact of “lean” production on the traditional manufacturing strategy paradigm. The fourth module is concerned with time-based competition and competing on flexibility.

MGMT 590C Business Logistics (MBA Elective course—Purdue)

This is a new course that I developed. Topics covered include routing techniques, distribution system operations, risk-pooling and distribution system design. A unique feature of the course is its use of experiential learning based on a series of three cases (Llenroc Plastics), which come with their own Windows-based software. Students work in teams to (i) explore cost-service tradeoffs in developing a transport plan for a regional warehouse, (ii) use a "distribution game" to learn different distribution system management policies, and (iii) explore the cost-service tradeoffs in sizing and location of warehouse in a distribution system.

MGMT 460 Operations Management (Undergraduate Core course—Purdue) and

I completely redesigned this course. Topics covered include plant tours, manufacturing strategy, process analysis, queuing theory, aggregate planning, inventory models, operations scheduling and just-in-time manufacturing

## Other Work Experience

*Senior Systems Analyst,* Systems Research Institute, Pune, India.

*Consultant,* Planning Commission, Government of India, New Delhi.

*Assistant Engineer*, Tata Consulting Engineers, Bombay.