

## JAYDEEP BALAKRISHNAN, PhD, CPIM

Interim Dean

Professor, Marketing and Supply Chain Management

College of Business

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### Highlights

- Extensive leadership experience: Currently Interim Dean; eight years as Associate Dean; four years as Center Director; five years as Area Chair, each with budgetary responsibilities
- Committed to diversity, equity, inclusion, belonging and justice
- Recognized as conscientious, personable, transparent, ethical, fair, empathetic and willing to listen, but decisive
- Accomplished in working with stakeholders at college, university, professional, and community levels, including fund development
- Experienced in managing in a collective bargaining environment
- Award winning 32 years of international academic experience
  - Strong publication record including pedagogical and leadership publications
  - Teaching experience at undergraduate, graduate, doctoral and executive levels, using innovative technologies

### EDUCATION

Ph.D.	Indiana University, Bloomington, Indiana, USA <i>Major: Operations Management</i>	May 1991
M.B.A.	The University of Georgia, Athens, Georgia, USA <i>Major: Operations Management</i>	June 1986
B.E.	Nagpur University, Nagpur, India <i>Major: Mechanical Engineering</i>	June 1982
CPIM	Certified in Production and Inventory Management by <i>Association for Supply Chain Management (ASCM)</i> since May 1989	

### RECENT LEADERSHIP WORKSHOPS ATTENDED

- Executive Leadership Academy (for higher education leaders) – Goldman School of Public Policy, University of California – Berkeley (35 hours – August 2022)
- CSU Online Dean’s Academy (15 hours – July 2022)
- AACSB Lessons for Aspiring Deans (7 hours – June 2022)
- CSU Student Success Analytics Certificate (15 hours, February – April 2022)
- CSUS Inclusive Leadership Academy (35 hours, February – August 2021)
- AACSB Global Diversity and Inclusion Summit (15 hours – December 2020)

## ADMINISTRATIVE APPOINTMENTS AT THE COLLEGE OF BUSINESS, SACRAMENTO STATE

### Interim Dean (July 2022 - current)

- Accomplishments
  - Advancing Diversity, Equity, Inclusion, Belonging and Justice (DEIBJ) initiatives
    - Continuing to facilitate the DEIBJ in curriculum process that I initiated as Associate Dean. Subsequently colleagues (who are now coordinating it) and I received a Provost's grant to implement it
    - Initiated more active participation in PhD project (diversity in hiring) – Chairs and myself participated in their July webinar to introduce COB to potential under-represented minority (URM) faculty applicants and we urged them to consider Sac State
    - Working on diversifying Business Advisory Council (BAC) to reflect the demographics of the COB student body
    - Appointed DFW Reduction Fellow – to facilitate improving the rates in key courses as well as to address equity issues
  - Facilitation of the Research Coffee Hour series (thought leadership) – this was informal last year and I have supported this to become a formal program with a coordinator
  - Converted Dean's Digest which was basically a short bulleted plan of the Dean's monthly activities into a faculty/staff accomplishments newsletter to highlight faculty accomplishments both internally and externally
  - With Office of Student Engagement (OSE) Director, moving forward with Coursera on the offering of free Coursera/Google credentials/micro credentials for students, faculty, staff and alumni
  - Dean's Office Hours for students (2 hours per week) – this will allow students to be able to meet with me face-to-face to address any concerns
  - After discussion with the Sac State CFO and Dean of ECS, I am providing resources from the COB to support the California Mobility Center (CMC) initiative. The University views the CMC as strategically important and the COB's involvement (e.g., entrepreneurship and marketing) a key ingredient to its success
- Other activities related to responsibilities
  - Conducted first in-person all-college meeting in two years to set the direction for Fall 2022 semester
  - Continuing the resourcing for exploring a degree completion program
  - Discussions about blended degree program
  - Worked with college budget analyst and Provost's office to finalize 2022-23 college budget
  - Supporting five new incoming faculty (met them four times including a welcoming lunch)
  - Made Go decision on first cohort of MSF program (uncertainty due to low enrolment)
  - Increased faculty travel budget to account for inflation
  - Re-initiated Director of Graduate Programs hiring – while this level of MPP hiring does not need faculty input, in the interest of shared governance, I requested every department to nominate a committee member.
  - Hired Interim Associate Dean – Faculty Support
  - Increased marketing budget for low enrolment self-support programs to stimulate enrolment
  - Approved increased OSE tutoring budget
  - Re-negotiating partnership with College of Continuing Education (CCE) for self-support programs. This is something I provided support to the Dean as Associate Dean and now am in the process of completing negotiations
  - Hired new Dean's Office Administrative Coordinator in consultation with recruiting committee
  - Appointed a new BAC Chair since the previous chair expressed her wish to step down in Spring 2022 after many years of service

- Meeting alumni, financial supporters, and potential donors

### **Associate Dean – Faculty Support (September 2019 – June 2022)**

- Accomplishments

- Leading AACSB re-accreditation - successful visit/report completed in March 2022. As a result of decanal changes, there were some delays in progress after the 2017 review. Worked with Dean, analyst, Director of Assessment, Director of OSE, college committees, and other staff to ensure that the report was completed in time. This included assisting the Dean with strategic planning
- Faculty/Chair development – the new departmental structure was instituted in Fall 2019. Thus I had to work with Chairs to navigate the transition from areas to departments in terms of implementing the new responsibilities of Chairs and mapping various COB/CSUS processes to the new organizational structure
- Responded during covid to improve tenure track faculty well being. When stay-at-home orders came, I designed a meet-and-greet for untenured faculty to be able to connect with their peers on Zoom periodically. Later I added professional development to these sessions by inviting different university stakeholder groups to present at these sessions
- Worked with analysts to convert different COB/CSUS processes such as RTP from paper to virtual when covid forced significant, time consuming and intricate changes
- Chaired a successful hiring committee for the Director of Graduate Programs just before the pandemic started. In fact the pandemic caused unplanned revisions to the process which was completed virtually during covid caused stay-at-home orders. The committee made recommendations to the Dean who selected a candidate but the offer was not made due to covid hiring suspension by the CSU. Was praised for the transparency of the process
- Did a market feasibility study for proposed Master of Science in Finance (MSF) program – Fall 2019. The Dean wanted an independent market assessment of the long delayed MSF program proposal and I did the analysis for him by surveying members of the CFA community using Qualtrics. I recommended moving forward with the program and it finally launched in September 2022
- Worked with Dean and Office of Faculty Advancement (OFA) to alleviate departmental conflict by engaging an outside consultant

- Other activities related to responsibilities

- Temporary faculty hiring and evaluation (in consultation with Chairs) – approximately 50 temporary faculty annually
- Supporting tenure track faculty hiring management – 9 hired since Spring 2020, plus 6 more upcoming for August 2023 start
- Managing retention, tenure and promotion (RTP) process
- Process/policy documentation and improvement
- Managing conflict – experience working with the California Faculty Association (CFA) and OFA to alleviate issues
- Budgeting and financial management knowledge - \$225,000 annual budget
- Mentoring
- Advisor to Dean, including in financial affairs.
- Member of the Dean's BAC
- Experience in shared governance and liaising with College committees – familiar with College, Sac State and CFA policies
- Facilitating summer course scheduling and faculty assignment
- Adjudicating peer reviewed journal (PRJ) awards – in cases where the journal did not appear in a standard list I evaluated it for award worthiness

**Interim Associate Dean – Academic Programs (January to April 2020; January 2021 to January 2022)**

- Accomplishments
  - Covid related responses to academic schedule planning uncertainty. Examples included (not exhaustive)
    - Helping students who had to return suddenly from their study abroad programs when covid hit in March 2020 We had ensure that these students did not lose financial aid (which depended on full time student status) by innovatively scheduling their courses
    - Ensuring that during the first phase of return to in-person classes we proactively booked large classrooms (in University Union) early in Spring 2021 to ensure social distancing. Interestingly at the end it turned out to be unnecessary since social distancing restrictions were relaxed
    - Helped graduate career advisor to initiate a network of some northern California CSU colleagues to share knowledge on student job search in the pandemic
    - Setup Canvas discussion when Covid resulted in the abrupt transition of teaching to virtual mode, to facilitate faculty sharing knowledge and experiences in the new reality.
    - Helped Vice Provost manage and minimize (for COB) enrolment cancellation due to vaccination policy violations by students in Fall 2021
  - Supported DEI by arranging workshop for all faculty members, bringing in an external pedagogy diversity expert to help faculty bring inclusivity in curriculum – March 2022
  - Involvement in enrolment of capstone strategy course sections (in collaboration with Chair) so that students who needed it for immediate graduation were given priority. This ensured that we supported the graduation initiative
- Other activities related to responsibilities
  - Academic schedule building and enrollment management
  - Academic program management
  - Supporting students
  - Managing student issues
  - AACSB Assurance of Learning (AOL) facilitation
  - Supporting self support programs including in the launch of the MSBA and MSF programs
  - Involved in Hornet Launch which is geared towards the Chancellor’s Graduation 2025 initiative.

**PREVIOUS ADMINISTRATIVE APPOINTMENTS**

**Haskayne School of Business (HSB), University of Calgary, Alberta, Canada**

(A research focused comprehensive university with a two-two teaching load; with faculty and staff unions. HSB had about 3000 students and 75 full time faculty members.)

**Director – Centre for Advanced Supply Chain Management and Logistics (CASL)    November 2015- August 2019**

- Accomplishments
  - Fund development for scholarships, other student support, and research – CA\$50,000+ and played crucial role in obtaining a \$1 million endowment gift
  - Professional seminar series management – Advanced existing professional seminar series from about 50 to 100+ attendance at each event (four per year) – fundraising allowed attendance for free, including lunch. Speakers were international
  - Community engagement and leveraging of community support – created a diverse External Advisory Board (EAB) and liaised with other professional supply chain management (SCM) leaders in the community for advancing teaching and scholarship in HSB SCM

- Strategic planning – Created the first strategic plan for the Centre with input from EAB, department and Dean
- Initiated web presence, including posting of event recordings (hosted by me) and Power Point slides - <https://haskayne.ucalgary.ca/casl/about>.
- Supported revision of HSB SCM curriculum
- Organized a day long sponsored workshop in collaboration with IBM on block chain in supply chain (with subsidized registration fee)
- Other activities related to responsibilities
  - Budgeting and financial management- \$50,000 - \$75,000 annual expenditure
  - Student success facilitation – scholarships, field trips, subsidizing experiential education

**Associate Dean (Academic, Planning and Priorities)**

January 2010 – December 2014

- Accomplishments
  - AACSB successful re-accreditation point person – included new research strategy for the next cycle as advised by Peer Review Team Chair in preliminary visit (February 2012)
  - Faculty member evaluations – led Associate Dean team that evaluated all 75 faculty members' performance every two years for zero-sum variable pay increases based on performance, with very few appeals. I brought in more transparency in the process
  - Tenure and promotion evaluation – wrote over 200 pages of recommendations based on external peer reviews. I had to make tough decisions as some were negative – was recognized by Dean for the thorough, detailed and fair analyses
  - College structure reorganization facilitation – oversaw implementation of new departmental Research Director positions to advance research and worked with existing Area Chairs and new Directors on settling into their revised responsibilities
  - Received over \$400,000 in competitive business school building renovation funding from University, innovatively received \$50,000 from the Students Union for student space renovation
  - Established awards to celebrate both faculty and staff achievements for superior service to the HSB
  - Set up HSB awards at the Calgary Youth Science Fair for entrepreneurship related projects
  - Led United Way effort at HSB that resulted in highest participation levels for any college at the university
  - Worked with the Associate Dean of Undergraduate Programs to design a pathways program for international students
  - Worked with Dean to alleviate student dissatisfaction with a new executive MBA program – I interviewed all the 23 students individually to report back and work with Dean and staff to address their concerns.
- Other activities related to responsibilities
  - Faculty development
  - Process documentation and improvement
  - Strategic planning – on Dean's committee that developed new strategic plan
  - Budgeting and financial management - \$250,000 annual budget;
  - Involvement in business continuity planning
  - Experience in shared governance

**Area Chair (Operations Management)**

July 2000 – June 2005

- Accomplishments
  - Hiring tenure track and temporary faculty – chaired committee that made 2 hires of tenure track faculty in 2002 and 2005 who are still at HSB and who have been very successful. In one I had to persuade the committee to select somebody who brought in new and much needed competency to the Area.
  - Staff performance Management - worked with staff union and College HR to improve a certain staff member’s problematic performance
  - Brought in more inclusivity for non-tenured faculty. Full time multi-year contract instructors had been previously ignored in decision-making as they were considered ‘second class’. I ensured inclusion by having them become fully involved in the Area including in hiring decisions.
  
- Other activities related to responsibilities
  - Faculty member evaluations – tenure/promotion and biennial evaluation
  - Faculty development
  - Student focused academic schedule planning
  - Supporting students
  - Managing student issues
  - Budgeting and financial management
  - Mentoring (tenure and promotion)

**PREVIOUS ACADEMIC APPOINTMENTS**

Professor, University of Calgary, Calgary	July 2007 – August 2019
Associate Professor, University of Calgary	July 1994 – June 2007
Assistant Professor, University of Calgary	August 1990 - June 1994
Visiting Professor, Zaragoza Logistics Center, Spain (part of the MIT Global Scale Network)	January - February 2015
Visiting Instructor, University of Alberta (Alberta Haskayne EMBA program)	Winter 2010
Visiting Associate Professor, National University of Singapore	December 2005- May 2006
Visiting Instructor, Sharif University of Technology, Tehran, Iran (Haskayne EMBA program)	Sept 2005
Visiting Scholar, Chinese University of Hong Kong, Hong Kong, PRC (CUHK)	August 1995- June 1996
Visiting Research Scholar, CUHK , Aug 1998, April 1999, May 2004, Jan 2005, June-Aug 2006, June 2008, March-April 2015 and 2016, February 2017, June 2018	
Visiting Instructor Vienna University of Econ. and Bus. Admin.	July 2002
Visiting Instructor, Warsaw School of Economics, Warsaw, Poland (Canadian EMBA program)	Sept 1998, Feb 1999
Associate Instructor, Indiana University, Bloomington, Indiana, USA	January 1987 - August 1990

**CAREER AWARDS (Haskayne School of Business)**

**Dean’s Award for Meaningful Community Engagement, 2019.**

*In recognition of enhancing the reputation of the School, helping make the School a destination of choice for students and sparking advocacy among key stakeholders.*

**Dean’s Award for Outstanding Leadership in Teaching and Learning, 2015.**

*In recognition of outstanding leadership in promoting the development of teaching in the School.*

**Dean's Award for Outstanding Research Achievement, 2007.**

*For outstanding achievements in research over the preceding five year period.*

**Dean's Award for Research Excellence (Honourable Mention), 2000.**

*For outstanding research performance in the previous year.*

**ADMINISTRATIVE SERVICE**

University/Faculty Service:

Co-chair: Top-Tier Strategy Committee for the Dean of the Haskayne School of Business (HSB) – 2015-16  
Member: Review Committee for Reappointment - Dean of Law, 2015  
Internal Reviewer for the Provost: Unit Review for the Faculty of Law – 2013 (this was equivalent to reviewing an AACSB style report)  
Member: University Academic Leadership Academy Advisory Group – 2012-14  
Member: University United Way Cabinet, 2011-2013  
Member, University Task Force on International Strategy, 2012-2013  
Member, Faculty of Arts Decanal Search, 2011-12  
Member, University Task Force to Review General Faculties Council (GFC – equivalent to Academic Senate) and the GFC Standing Committees, 2011-2012  
Member, Dean's Strategy Committee, 2010-11  
Member, Faculty Promotion Committee, 2009  
Member, University Program Coordination Committee, 2009-10  
Member, Project Management Recruiting Committee (Schulich School of Engineering) – 2008-09  
Chair, Libraries and Cultural Resources Committee of GFC, 2008-09  
Member, Libraries and Cultural Resources Committee of GFC, 2007-09  
Haskayne Representative to the Van Horne Institute Transportation Committee 2010-2013  
Haskayne Representative to the Faculty of Fine Arts Council - 2007-08  
Haskayne Representative to the Schulich School of Engineering Council – 2008-09  
Member, Shastri Indo-Canadian Institute Advisory Committee, current  
Area Chair, Operations Management Area, 2000-2005  
Dean's Research Advisory Committee (DRAC) Member, 2000-2005.  
HROD Grants Committee Chair, 2004  
SUNCOR Grant Review Committee member, 2003  
Chair: Operations Area Recruiting Committee, 2002-04  
Transportation Studies Committee 2004  
Adjudicator, Paul F. Gans Scholarship, 2004  
Faculty of Management representative to the University of Calgary Faculty Association, 2000-02  
Member, Accounting Area Recruiting Committee, 2000  
Member: University General Faculties Council (GFC), 1997-98, 2007- 2010  
Member: Management Cooperative Education Committee, 1997-98  
Member: Faculty of Management Merit and Promotion Committee, 1997, 2000-2004  
Member: Operations Management Recruitment Committee, various years.  
Haskayne Representative on the Faculty of Science Council, 1996-97  
Member, BComm Program Review Committee, 1993-95  
Member, MBA Program Review Committee, 1991-93, 2009-current  
Coordinator of the Operations Management Area Seminar Series, 1993-94, 1999-2000, 2007-08

Coordinator of the multiple sections of the Introduction to Management Science course during Winter 1992 and Winter 1994 semesters.

## SCHOLARSHIP

### Work in Progress

Supply chain management with price and stock influenced demand (with Zaman Forootan).

The bullwhip effect in oil and gas supply chains (with Tianyuan Zhu and Giovani da Silveira)

### Textbooks (Canadianization of US textbooks)

1. F. R. Jacobs, R.B. Chase, J. Balakrishnan and B. Snider, *Operations and Supply Chain Management-The Core*, Toronto, Ontario: McGraw Hill Ryerson, 2013, 2<sup>nd</sup> Edition, 470p
2. M.M. Davis, J. Heineke, and J. Balakrishnan, *Fundamentals of Operations Management*, Toronto, Ontario: McGraw Hill Ryerson, 2<sup>nd</sup> Edition, 2007, 596p.

### Journal Publications:

1. Balakrishnan, J., Kenworthy., T., Cheng, C.H., and Eliasson, J.B. "Globalization and Focus in FT-50 OSCM Journals, 1952-2018: Implications for Academia", *The IUP Journal of Operations Management*, 20, 4, 2021, pp 1-31.
2. Zhu T., Balakrishnan J., and da Silveira G., "Bullwhip effect in the oil and gas supply chain: A multiple-case Study", *International Journal of Production Economics*, 224, 107548, 2020.
3. Zhao R., Mashruwala R., Pandit S., and Balakrishnan J., "Supply chain relational capital and the bullwhip effect: An empirical analysis using financial disclosures ", *International Journal of Operations and Production Management*, 39, 5, 2019, pp 658-689.
4. Zhu T., Balakrishnan J., and Cheng C.H., "Recent advancements in dynamic facility layout research", *INFOR: Information Systems and Operational Research*, 56, 4, 2019, pp 428-456.
5. Rahimi M., Kenworthy T., and Balakrishnan J., "An analysis of innovation in oil & gas projects", *Project Management Journal*, 49, 5, 2018, pp 1-21.
6. Balakrishnan J., Cheng C.H., Wong K.F., and Woo, K.H., "Product recommendation algorithms in the age of omnichannel retailing - An intuitive clustering approach", *Computers & Industrial Engineering*, 115, 2018, pp 459-470.
7. Balakrishnan J., Malhotra A., and Falkenberg L., "Multi-Level Corporate Responsibility: A Comparison of Gandhi's Trusteeship with Stakeholder and Stewardship Frameworks ", *Journal of Business Ethics*, 141, 1, 2017, pp 133-150.
8. Kenworthy T., and Balakrishnan J., "Theory Usage in Empirical Operations Management Research: A Review and Discussion", *Management Decision*, 54, 10, 2016, pp 2413-2432.
9. Fazlollahtabar H., Saidi-Mehrabad M., and Balakrishnan J., "Mathematical optimization for



earliness/tardiness minimization in a multiple automated guided vehicle manufacturing system via integrated heuristic algorithms”, *Robotics and Autonomous Systems*, 72, 2015, pp 131-138.

10. Fazlollahtabar H., Saidi-Mehrabad M., and Balakrishnan J., “Integrated Markov-neural reliability computation method: A case for multiple automated guided vehicle system” *Reliability Engineering & System Safety*, 135, 2015, pp 34-44.
11. Snider B., and Balakrishnan J., “Lessons learned from implementing web based simulations to teach operations management concepts”, *INFORMS Transactions on Education*, 13, 3, 2013, pp 152-161.
12. Balakrishnan J., Cheng C.H., and Lau E.C.M “Modelling rearrangement constraints in dynamic layout”, *International Journal of Industrial and Systems Engineering*, 15, 4, 2013, pp 373-393.
13. da Silveira G., Snider B., and Balakrishnan J., “Compensation-based incentives, ERP, and delivery performance in manufacturing: Analysis from production and improvement perspectives”, *International Journal of Operations and Production Management*, 33, 4, 2013, pp 415-441.
14. Espey, R., and Balakrishnan J., “A spreadsheet decision support optimization model for railcar storage at Canadian Pacific Railway”, *Journal of the Operational Research Society*, 63, 2012, pp 139-150. **(Conference honourable mention award winning paper)**
15. Sweet T.R.C., Balakrishnan J., Robertson B., MacFarlane J. and Karim S., “Applying Quality Function Deployment in Food Safety Management”, *British Food Journal*, 112, 6, 2010, pp 624-639. **(The first author is a BComm alumnus, and the last three were BComm students)**
16. Sounderpandian J., Balakrishnan J., Cheng C.H., and Wong W-C., “A Quantitative Model for Understanding Multiple Vendor IT Outsourcing”, *International Journal of Procurement Management*, 3, 4, 2010, pp 428-450.
17. Yang, K.K., Balakrishnan J., and Cheng C.H., “An Analysis of Factors Affecting Cross Docking Operations”, *Journal of Business Logistics*, 31, 1, 2010, pp 121-148.
18. Balakrishnan J., Cheng C.H., Ho K-C., and Yang, K.K., “The application of single-pass heuristics for U-lines”, *Journal of Manufacturing Systems*, 28, 2009, pp. 28-40.
19. Snider B., da Silveira G., and Balakrishnan J., “ERP implementation at SMEs: analysis of five Canadian cases”, *International Journal of Operations and Production Management*, 29, 1, 2009, pp 4-29. **(Award winning paper)**
20. Balakrishnan J., “Critical chain analysis using project management software”, *Production and Inventory Management Journal*, 45,1, 2009 pp 13-20.
21. Balakrishnan J., and Cheng C.H., “The Dynamic Plant Layout Problem: Incorporating Rolling Horizons and Forecast Uncertainty”, *OMEGA - The International Journal of Management Science*, 37, 2009, pp 165-177.
22. Balakrishnan J., Cheng C.H. and Trietsch D., “The theory of constraints in academia: its evolution, influence, controversies, and lessons”, *Operations Management Education Review*, 2, 2008, pp 97-114.
23. Balakrishnan J., Bowen F. and Eckstein A.L.H., “A Strategic Framework for Managing Failure in JIT Supply Chains”, *International Journal of Information Systems and Supply Chain Management*, 1,4, 2008, pp 20-38.

24. Ohman K., Hettiaratchi P., Ruwanpura J., Balakrishnan J. and Achari G., "Development of a Landfill Model to Prioritize Design and Operating Objectives", *Environmental Monitoring and Assessment*, 135, 1-3, 2007, pp 85-97.
25. Balakrishnan J., Eliasson J.B., and Sweet T.R.C., "Factors affecting the evolution of manufacturing in Canada: an historical perspective", *Journal of Operations Management*, 25, 2, 2007, pp 260-283. **(Mr. Sweet was a BComm student)**
26. Balakrishnan J., and Cheng C.H., "Multiperiod planning and uncertainty issues in cellular manufacturing: a review and future directions", *European Journal of Operational Research*, 177, 2007, pp 281-309.
27. Cheng C.H., Balakrishnan J., and Wong W.C., "A quantitative model for analyzing IT outsourcing decisions ", *International Journal of Services Operations and Informatics*, 1, 3, 2006, pp 221-232.
28. Balakrishnan, J., and Cheng, C.H. , "A note on a hybrid genetic algorithm for the dynamic plant layout problem", *International Journal of Production Economics*, 103, 1, 2006, pp 87-89.
29. Balakrishnan, J. and Oh, S.L., "An interactive VBA tool for teaching Statistical Process Control (SPC) and process management issues", *INFORMS Transactions on Education*, 5, 3, May 2005. **(Instructional award honourable mention paper)**
30. Balakrishnan J. and Cheng C.H., "Dynamic cellular manufacturing under multi period planning horizons", *Journal of Manufacturing Technology Management*, 16, 5, 2005, 516-530.
31. Balakrishnan J. and Cheng C.H., "The Theory of Constraints and the Make-or-Buy Decision: An Update and Review", *Journal of Supply Chain Management*, 41,1, 2005, 40-47.
32. Balakrishnan J., Note: "An improved algorithm for solving a multi-period facility location problem", *IIE Transactions*, 36, 2004, pp.19-22.
33. Balakrishnan J., Cheng C.H., Conway D.G., and Lau E.C.M., "A hybrid genetic algorithm for dynamic layout", *International Journal of Production Economics*, 86, 2, 2003, pp 107-120.
34. Balakrishnan J., Cheng C.H., and Wong K-F., "FACOPT: a user friendly FACility layout OPTimization system", *Computers and Operations Research*, 30, 2003, pp 1625-1641.
35. Balakrishnan J., "Spreadsheet Optimization: A Support Tool for the Theory of Constraints", *Journal of Cost Management*, 17,1, 2003, pp 39-45.
36. Balakrishnan J., Cheng C.H., and Conway D.G., "An improved pair-wise exchange heuristic for the dynamic plant layout problem", *International Journal of Production Research*, 38, 13, 2000a, 3067-3077.
37. Balakrishnan J, and Cheng C.H., "The theory of constraints and linear programming: a reexamination", *International Journal of Production Research*, 38, 6, 2000b, 1459-1463.
38. Balakrishnan J, and Cheng C.H., "Genetic search and the dynamic layout problem", *Computers and Operations Research*, 27, 2000, 587-593.
39. Balakrishnan J., "Using TOC in teaching LP and vice versa: advantages and caveats", *The Production and Inventory Management Journal*, 40, 2, 1999, 11-16.

40. Balakrishnan J. and Cheng C.H., " Dynamic layout algorithms - a state-of-the-art review", *OMEGA - The International Journal of Management Science*, 26, 4, 1998, 507-521.
41. Post, A.L., Cheng C.H., and Balakrishnan J., "Software development cost estimation: integrating neural networks with cluster analysis", *Information and Management*, 34, 1-9, 1998.
42. Kerr D.C., and Balakrishnan J., "Manufacturing cell formation using spreadsheets", *The International Journal of Operations and Production Management*, 16, 9, 1996, 60-73. **(Conference award winning paper)**
43. Balakrishnan J., "Manufacturing cell formation using similarity coefficients and pair-wise interchange: formulation and comparison", *Production Planning and Control*, 7, 1, 1996, 11-21.
44. Balakrishnan J., and Jog P.D., "Manufacturing Cell Formation using a Parallel Genetic Algorithm: Formulation and Comparison", *Mathematical and Computer Modelling*, 21,12, 1995, 61-73.
45. Eckstein A.L.H., and Balakrishnan J., "The ISO 9000 Series: Quality Management Systems for the Global Economy", *The Production and Inventory Management Journal*, 34, 4, 1993, 66-71. **(Ms. Eckstein was an MBA student)**
46. Balakrishnan J., Note: "The Dynamics of Plant Layout", *Management Science*, 39, 5, 1993, 654-655.
47. Balakrishnan J., Jacobs F.R., and Venkataramanan M.A., "Solutions for the constrained dynamic facility layout problem", *European Journal of Operational Research*, 57, 1992, 280-286.

#### Book chapter

Balakrishnan J., Zhu T., and Wallis, P. "High Speed Rail in Canada: Feasibility Studies, Influential Factors and International Comparisons" in *Emerging Challenges and Opportunities for High Speed Rail Development on Business and Society*, R. Selladurai, P. Lee and G. VandeWerken (Eds.). Hershey, PA: IGI Global, 2016, pp 173-223.

#### Professional Publications

1. Have we taught our students the right stuff? (with K.K. Yang), *POMS Chronicle*, 13, 1, 2006, pp 15-19.
2. Operations Management Education in Hong Kong: Some Observations, *Decision Line*, 28, 1, 1997, pp 4-6.

#### Published/refereed cases

1. 'Lasik Vision', in *Operations Management for Competitive Advantage* by R. B. Chase, F.R. Jacobs and N. J. Aquilano, New York, NY, McGraw Hill, 10<sup>th</sup> Edition, 2003, p46-47.
2. 'Bloplast' co-written with Pawel Gasiorowski and Ziebniew Kaminski of the Warsaw School of Economics. This was accepted as a teaching case by the Canadian Consortium of Management Schools (CCMS) through a refereed process.

#### Keynote Speaker

Title: 21<sup>st</sup> Century Ethical Business Entrepreneurship

Meeting: Mahatma Gandhi and Ethics: Human Right and Corporate Dimensions (virtual), October 2020

(Sponsored by the Consulate General of India – Toronto, and India Centre – University of Winnipeg, to celebrate the 150<sup>th</sup> Anniversary of Gandhi’s birth))

Title: Understanding the Bullwhip Effect

Meeting: Residence Program for the SCMP, Supply Chain Management Association of Canada (SCMA), Calgary, Alberta, May 2019. (SCMA is Canada’s premier supply chain organization for professionals)

Title: Supply Chain Management Excellence

Meeting: United Suppliers Canada (USC) Academy, Calgary, Alberta, December 2015.  
(USC is a subsidiary of United Suppliers – USA)

Title: 21<sup>st</sup> Century Ethical Business Leadership – A Gandhian Perspective

Meeting: 11<sup>th</sup> Annual Dinner of the Gandhi Society of Calgary, October 2012.

Title: Leading Edge Supply Chain Practices

Meeting: 18<sup>th</sup> Annual BC Institute PMAC Workshop, Harrison Hot Springs, BC, October 2010.

Title: Some Key Strategic Principles in Supply Chain Management

Meeting: General Dynamics Canada - Supply Chain Managers Meeting , Calgary, Alberta, June 2009.

Title: Using Spreadsheets to teach Management Science: Opportunities, Adaptations and Caveats

Meeting: Canadian Operational Research Society, Calgary Chapter, Alberta, May 2009,

Title: Supply Chain Management: First Principles

Meeting: Canadian Energy Research Institute (CERI) 2008 Petrochemical Conference, Kananaskis, Alberta, June 2008.

#### Conference Proceedings:

1. Balakrishnan, J., Cheng, C.H., Kenworthy., T., and Eliasson, J.B. “Globalization ad Focus in Pinnacle OM Journals, 1952-2018: Implications for Academia”, *Proceedings of the Annual Meeting of the Administrative Sciences Association of Canada (ASAC)*, June 2021.
1. Balakrishnan, J., Cheng, C.H., Wong, K.F., and Woo K.H. “Product Recommendation Algorithms in the Age of Omnichannel Retailing – An Intuitive Clustering Approach”, *Proceedings of 5<sup>th</sup> P&OM World Conference*, Havana, Cuba, September 2016.
2. Balakrishnan J., Malhotra A., and Falkenberg, L., “Gandhian Trusteeship as a CSR Framework: A Comparison with Stakeholder and Stewardship Theories”, *Academy of Management Proceedings 2015*, 1, 15035; Vancouver BC, August.
3. Snider, B., Balakrishnan, J., da Silveira, G. " Lessons Learned from Running “The Beer Distribution Game” for Large Classes", *Proceedings of Decision Sciences Institute (DSI) Forty-First Annual Meeting*, San Diego CA, November 2010. pp. 3251-3258.
4. Balakrishnan J., Bodnarchuk J., and Sweet T., “The historical evolution of manufacturing in Canada: affective factors and lessons”, *The 11th Annual Conference of the Asia Pacific Decision Sciences Institute*, Hong Kong, China, June 2006, p 849.

5. Snider, B., da Silveira, G. and Balakrishnan, J., "ERP Implementations at SMEs - An Empirical Study", *Proceedings of Western Decision Sciences Institute (WDSI) Thirty-Fifth Annual Meeting*, April, 2006, pp 443-446.
6. Ohman K., Hettiaratchi P., Achari G., Ruwanpura J., and Balakrishnan J., "Applying the analytical hierarchy process to prioritize landfill design and operation parameters" *1<sup>st</sup> Water and Environment Specialty Conference of the Canadian Society for Civil Engineering*, Saskatoon, SK, June, 2004, pp WE-386-1 to WE-386-11.
7. Balakrishnan, J. and Oh, S., "An interactive VBA tool for teaching Statistical Process Control (SPC) and process management issues", *Proceedings of the 11<sup>th</sup> Annual EUROMA Conference*, Fountainbleau, France, June 2004, pp 453-458.
8. Balakrishnan J., and Cheng C.H., "The theory of constraints and the make-or-buy decision - caveats", *Proceedings of the Decision Sciences Institute 2001 Annual Meeting*, San Francisco, CA, November 2001 pp 76-78.
9. Balakrishnan J., Cheng C.H., and Conway D.G., "An improved pair-wise exchange heuristic for the dynamic layout problem", *Proceedings of the Decision Sciences Institute 1999 Annual Meeting*, New Orleans, November 1999, pp 1027-1029.
10. Balakrishnan J. and Cheng C.H., "Dynamic plant layout algorithms: a state-of-the-art survey", *Proceedings of the Decision Sciences Institute 1997 Annual Meeting*, San Diego CA, November 1997, pp 1147-1149.
11. Balakrishnan J., Cheng C.H., and Conway D.G., "A comparative study of dynamic plant layout algorithms", *Proceedings of the Decision Sciences Institute 1996 Annual Meeting*, Orlando FL, November 1996, pp 1276.
12. Balakrishnan J., Rao H.A., and Gu P., "Manufacturing cell formation using genetic algorithms and dynamic programming", *Proceedings of the First Asia-Pacific Decision Sciences Institute Conference*, Hong Kong, June 1996, pp 571-575.
13. Balakrishnan J., Cheng C.H., and Lau E.C.M., "A review and study of dynamic plant layout algorithms", *Proceedings of the First Asia-Pacific Decision Sciences Institute Conference*, Hong Kong, June 1996, pp 1347-1353.
14. Kerr D.C. and Balakrishnan J., "Manufacturing Cell Formation using Spreadsheets: Formulation and Comparison", *Proceedings of the Western Decision Sciences Institute Twenty-Third Annual Meeting*, Maui, HI, March-April 1994, pp 769-771.
15. Balakrishnan J., "Manufacturing Cell Formation using Similarity Coefficients and Pairwise Interchange: Formulation and Comparison" *Proceedings of the 1993 Annual Meeting of the Decision Sciences Institute*, Washington D.C, November 1993.
16. Kerr D.C., and Balakrishnan J., "Determining Similarity Coefficients using Spreadsheet Software", *Proceedings of the Western Decision Sciences Institute Twenty-Second Annual Meeting*, San Diego, CA, March-April 1993.
17. Balakrishnan J., 'Eco-Shred' *Proceedings of the 1992 Case Workshop, 1992 Annual Meeting of the Decision Sciences Institute*, San Francisco, CA, November 1992.
18. Balakrishnan J., "A Fathoming Procedure for Dynamic Facility Layout and Location", *Proceedings of the 1992 Annual Meeting of the Decision Sciences Institute*, San Francisco, CA, November 1992.

19. Balakrishnan J., Jacobs F. R., and Venkataramanan M. A., "Constrained Dynamic Facility Layout: Some Preliminary Results", *Proceedings of the 1990 Annual Meeting of the Decision Sciences Institute*, San Diego, CA, November 1990.
20. Balakrishnan J., "A Similarity Coefficient/CRAFT Approach to Machine Grouping", *Proceedings of the 1989 Annual Meeting of the Decision Sciences Institute*, New Orleans, LA, November 1989.
21. Balakrishnan J., "A Similarity Coefficient/TSP Approach to Machine Grouping", *Proceedings of the 20th Annual Pittsburgh Modeling and Simulation Conference*, Pittsburgh, PA, May 1989.

Conference Presentations:

1. Zhao R., Mashruwala R., Pandit S., and Balakrishnan J., "Supply Chain Relational Capital and the Bullwhip Effect: An Empirical Analysis Using Financial Disclosures", *CSUPOM Annual Conference*, Fresno, CA, March 2020.
2. Zhu, T., Balakrishnan, J., and Da Silveira, G.J., "An Empirical Study of the Bullwhip Effect in the Oil and Gas Industry", *2019 POMS Annual Conference*, Washington D. C., USA, May 2019.
3. Zhu, T., Balakrishnan, J., and Da Silveira, G.J., "Bullwhip Effect in the Oil and Gas Supply Chain", *DSI 2017 Annual Meeting*, Washington D. C., USA, November 2017.
4. Balakrishnan, J., Cheng, C-H., and Mak, K.C.K., "An Analysis of International Trends in Authorships in Top OSCM Journals", *POMS International Conference*, Tel-Aviv, Israel, June 2017.
5. Rahimi, M., Kenworthy, T. and Balakrishnan, J., "An Analysis of Innovation in Large Oil & Gas Projects", Presented at the *Annual Meeting of the Administrative Sciences Association of Canada (ASAC)*, Montreal, QC, May-June 2017.
6. Balakrishnan J., Cheng C.H., and Lau E.C.M., "Proactive and Reactive Procedures in Constrained Dynamic Layout", *Production and Operations Management Society (POMS) Conference*, Atlanta GA, May 2014.
7. Balakrishnan J., Cheng C.H. and Ho K.C., "A re-examination of single pass heuristics for balancing U lines" *Production and Operations Management Society (POMS) Conference*, Denver, CO, May 2013.
8. Forootan M.Z , Balakrishnan J., Van Enns S., and Sabzvar N., "Economic order quantity and pricing policy for a supply chain with price and stock sensitive demand" *2012 Production and Operations Management Society (POMS) Conference*, Chicago, IL, April 2012.
9. Balakrishnan J., Cheng C.H, Wong W.S., and Yang K.K., "The Effect of Freight Staging on Crossdocking Operations" *2011 Annual Meeting of INFORMS*, Charlotte, NC, November 2011.
10. Balakrishnan J. "Aircraft Requirements Servicing for Short Haul Flights", *Production and Operations Management Society (POMS) Conference*, Vancouver, Canada, May 2010.
11. Balakrishnan J., Cheng C.H., and Trietsch D., "Controversial Developments and Academia: The Theory of Constraints and Operations Management", *2009 APICS International Conference and Expo*, Toronto, ON, October 2009.

12. Sounderpandian J., Cheng C.H., Balakrishnan J. and Wong W-C., "Modeling IT Outsourcing Decisions Involving Vendors", *Third World Congress on POM*, Tokyo, Japan, August 2008.
13. Cheng C.H., Balakrishnan J., and Lau E.C.M., "A Genetic Algorithm for a Constrained Dynamic Plant Layout Problem", *2007 Annual Meeting of INFORMS*, Seattle, WA, November 2007.
14. Jaydeep. Balakrishnan and C.H. Cheng, "Incorporating Rolling Horizons and Forecast Uncertainty in Dynamic Layout", *Production and Operations Management Society (POMS) Conference*, Dallas, Texas, May 2007.
15. Balakrishnan J., and Cheng C.H., "The dynamic plant layout problem: incorporating rolling horizon considerations", *INFORMS Hong Kong International Meeting*, Hong Kong, China, June 2006.
16. Bodnarchuk J., Balakrishnan J., and Sweet T., "A historical analysis of factors affecting Canadian business decisions: an operations management perspective", *CORS/SCRO-INFORMS International Meeting*, Banff, Alberta, May, 2004.
17. Snider B., da Silveira G., and Balakrishnan J., "Critical success factors for ERP implementation at SMEs", *CORS/SCRO-INFORMS International Meeting*, Banff, Alberta, May, 2004.
18. Espey, R., and Balakrishnan J., "An aggregate plan for integrating rail car fleet sizing and storage", *CORS/SCRO-INFORMS International Meeting*, Banff, Alberta, May, 2004.
19. Balakrishnan J., "A fathoming procedure for dynamic facility location", *2003 Annual Meeting of INFORMS*, Atlanta, GA, October, 2003
20. Ohman, K., Hettiaratchi, P, Balakrishnan, J. and Ruwanpura, J. (2003). "Current Status of Operations Research Modeling in Landfill Design and Operation." *CORS/SCRO Annual Meeting*, Vancouver, BC, May 2003.
21. Balakrishnan J., "Lasik Vision", *Thirty Third Annual Meeting of the Decision Sciences Institute*, San Diego CA, November 2002.
22. Balakrishnan J., "The Just-In-Time (JIT) philosophy - Still relevant in the 21<sup>st</sup> century", *Japan Studies Association of Canada Annual Conference*, Calgary, Alberta, October 2002
23. Balakrishnan J., Cheng C.H., Conway D.G., and Lau E.C.M., "A hybrid algorithm for dynamic layout", *2000 Annual Meeting of INFORMS*, San Antonio TX, November 2000.
24. Balakrishnan J., "Using TOC in Teaching LP and Vice Versa" *Second International Conference on Operations and Quantitative Management (ICOQM)*, Ahmedabad, India, January, 1999.
25. Balakrishnan J. and Cheng C.H., "Genetic search and the dynamic layout problem: an improved algorithm", *Industrial Engineering Research Conference*, Banff, Alberta, May 1998.
26. Cheng C.H., Balakrishnan J., and Lau C.M., "A genetic algorithm and dynamic programming approach for the dynamic layout problem", *CORS/INFORMS Conference*, Montreal, Quebec, April 1998.
27. Balakrishnan J., "Experimental evaluation of the effects of uncertainty on project solution methods", *The 14th Triennial Conference of the International Federation of Operational Research Societies*, Vancouver, July 1996.
28. Balakrishnan J., and Jog P.D., "Manufacturing Cell Formation using a Parallel Genetic Algorithm for Decision Support", *Symposium on Decision Making*, Monterey, CA, November 1992

29. Balakrishnan J., and Jog P.D., "Manufacturing Cell Formation using the TSP Algorithm", *Annual Meeting of the Production and Operations Management Society*, Orlando, FL, October 1992
30. Balakrishnan J., Venkataramanan M. A., & Murthy I., "A Bicriteria Network Approach to Dynamic Facility Location" *ORSA/TIMS (now INFORMS) Joint National Meeting*, New York, NY, October 1989.

Other Presentations:

Title: Ordering and pricing policies for a retailer with price and stock level dependent demand (joint work with Zaman Forootan)

Institution: ICN Business School, Metz, France, February 2015

Title: The Dynamic Plant Layout Problem.

Institution: Zaragoza Logistics Center, Spain, February 2015

Institution: National Institute of Industrial Engineering (NITIE), Mumbai, India, March 2015

Title: What would Gandhi do? 21<sup>st</sup> Century Ethical Business Leadership

Fridays with the Faculty Series, Haskayne School of Business, January 2013

Title: Don't Sell Your Customers Short - Leading Edge Supply Chain Practices

Fridays with the Faculty Series, Haskayne School of Business, April 2010

Title: The Dynamic Layout Problem

Institution: Division of Decision Analysis and Support, Warsaw School of Economics, Warsaw, Poland, October 1998.

Institution: National University of Singapore Business School, April 2006.

Title: Lean Manufacturing for Competitive Advantage

Institution: Canada Poland Entrepreneurs Foundation, Szczecin, Poland, February 1999.

Title: The Theory of Constraints

Institution: Department of Systems Engineering and Engineering Management, Chinese University of Hong Kong, Hong Kong, PRC, May 1999.

Institution: Department of Operations Management, Indian Institute of Management, Bangalore, India, June 1999.

Institution: Department of Operations and Decision Technology, Indiana University, Bloomington IN, June 2000.

Institution: School of Management, Indian Institute of Technology, Mumbai, India, August 2000

**PAPER AWARDS and HONORS**

Paper Awards

Best Production and Operations Management Division Paper Award for "Globalization ad Focus in Pinnacle OM Journals, 1952-2018: Implications for Academia" (with C.H. Cheng, T. Kenworthy and J. Eliasson). 2021 *Annual Meeting of the Administrative Sciences Association of Canada (ASAC)*

2010 Outstanding Paper Award from the *International Journal of Operations and Production Management* for



the article "ERP implementation at SMEs: analysis of five Canadian cases" ( with B. Snider and G. da Silveira).

Honourable Mention (second place) in the Instructional Innovation Competition at the *Annual Meeting of the Decision Sciences Institute* in San Francisco, CA, November 19-22, 2005 (With S. Oh).

Received the 'Best Operations Management Paper' award (paper co-authored with D.C. Kerr) at the *Western Decision Sciences Institute Meeting*, Maui, HI, March-April 1994.

#### Invited Panelist:

*Green Supply Chain Management* sponsored by Supply Chain and Logistics Canada, and Industry Canada (Government of Canada department), Calgary, September 30, 2009

*Hot Topics in the Supply Chain Management: A Panel Discussion*, sponsored by *Resources Global Professionals*, Calgary, March 27, 2009.

*Canadian State of Logistics Report* discussion sponsored by Supply Chain and Logistics Canada, and Industry Canada (Government of Canada department), Calgary, November 13, 2008

*Low-Cost Country Sourcing: A Panel Discussion*, sponsored by *Resources Global Professionals*, Calgary, September 21, 2007.

*Canadian Competitiveness*, Decision Sciences Institute Meeting, San Francisco, CA, November 2005.

#### Others

Supervised student group that won first place in Canada and second internationally in the annual paper competition of Chicago based *APICS – The Association for Operations Management* (now ASCM), 2000 and 2003.

Supervised graduate student (Ms. Espey) who received an Honorable Mention for her thesis based paper from the 2008 Railway Application Section Paper Competition of *INFORMS*.

Listed in *Who's Who in Canadian Business*, University of Toronto Press, 2002 - current.

### **RESEARCH GRANTS**

#### Government Sponsored:

Received \$21,000 from the Natural Sciences and Engineering Research Council (NSERC) of Canada, 2000.

Received \$24,000 from the Natural Sciences and Engineering Research Council (NSERC) of Canada, 1994.

#### University Sponsored:

Awarded competitive Future Fund Fellowships by the Faculty of Management at the University of Calgary, Summer 1991, Summer 1992 and Summer 1993 (eligibility for these fellowships is only three years).

Received a competitive Summer Research Grant from the School of Business, Indiana University, Summer 1989.

## TEACHING

### Courses Taught

Introduction to Operations Management (BComm/MBA/EMBA)  
Introduction to Management Science (BComm/MBA/EMBA)  
Materials and Supply Chain Management (BComm/MBA)  
Fundamentals of Project Management (BComm/EMBA)  
Procurement Management for Supply Chains (BComm)  
PhD Seminar in Operations Management I  
PhD Seminar in Operations Management II  
Field Investigation (BComm)  
Directed Studies (BComm/MBA)  
Graduate Student Committees (see Appendix)  
Executive Education: various, including customized programs for organizations

### Executive Education

Conducted workshops in supply chain management for companies in different industries such as Bayer Crop Science, Nortel Networks, Hallmark Pipes, and Grunenthal.

Taught Supply Chain Management, and Management Science courses in the Executive MBA and Global Energy Executive MBA programs of the Haskayne School of Business

Taught Supply Chain Management in the open enrolment programs of the Haskayne School of Business

## PROFESSIONAL SERVICE

### Professional Service:

Reviewer, Government of Canada Research Chair Appointment - Tier 1 (Top Level) - 2019  
Reviewer, e-Supply Chain Program – Algonquin College, Ontario - 2019  
Supply Chain Masters Program review – York University, Ontario – 2017.  
Accreditation Examiner, Graduate Program in Project Management, Abu Dhabi University, on behalf of the Commission for Academic Accreditation, Ministry of Higher Education and Scientific Research, Government of the United Arab Emirates, 17-20 June, 2012.

Member, Editorial Review Board of the *Production and Inventory Management Journal* – 2009-2014  
Member, Editorial Review Board of the *International Journal of Information Systems and Supply Chain Management (IJISSCM)* – 2007-2010.

### External tenure/promotion reviewer

University of Winnipeg, Manitoba – 2022 (in progress)  
University of Manitoba – 2018  
University of Saskatchewan - 2018  
Western University, Ontario- 2017  
City University of Hong Kong, 2015  
McMaster University, Ontario - 2014  
University of Windsor, Ontario - 2013  
Sultan Qaboos University, Oman - 2012  
Singapore Management University, 2012  
Athabasca University, Alberta - 2004

Board of Directors, Calgary chapter of APICS – *The Association for Operations Management (now ASCM)*, 2007-2011.

President, Calgary chapter of *APICS – The Association for Operations Management*, 2001-2003.

Member of the organizing committee for the Calgary International Student Conference on Operations, 2000, 2003, 2007, 2008.

President, Calgary chapter of the Canadian Operational Research Society (CORS), 1997-98.

Served on the organizing committee of the Canadian Operational Research Society (CORS) for their annual meeting held at Calgary in 1995.

Mentor: CRIEC Mentorship Program

Reviewer for the dissertation competition at the Thirty Third Annual Meeting of the Decision Sciences Institute, 2002.

Reviewer for the following journals

*Journal of Operations Management*

*International Journal of Production Research.*

*International Journal of Production Economics.*

*Computers and Operations Research.*

*Computers and Industrial Engineering*

*IIE Transactions.*

*Decision Sciences.*

*European Journal of Operational Research.*

*International Journal of Operations and Production Management*

*Applied Mathematical Modelling*

*Production and Inventory Management Journal*

*Production Planning and Control*

Session Chair at *INFORMS* International Conferences.

Session Chair at the Annual Meetings of the *Decision Sciences Institute*.

Discussant at the Annual Meetings of the *Decision Sciences Institute*.

Reviewer for papers submitted to the Annual Meetings of the *Decision Sciences Institute*.

## **INDUSTRY EXPERIENCE**

Trainee Engineer at Ashok Leyland Limited, Chennai (Madras), India, July 1982 to July 1983.  
(Ashok Leyland Limited is a major truck and bus manufacturer in India)

## **PROFESSIONAL AFFILIATIONS**

*ASCM – The Association for Supply Chain Management* (formerly APICS)

*Production and Operations Management Society*

*Rotary Club of Sacramento*

**Appendix**  
**GRADUATE STUDENT COMMITTEES**  
(at the University of Calgary unless otherwise noted)

**Ph.D. Supervision**

Tianyuan Zhu	<i>Bullwhip Effect in the Oil and Gas Supply Chain.</i> Haskayne School of Business, 2021. Supervisor.
Zaman Forootan	<i>An Inventory Model for Multi-echelon Supply Chains with Price and Stock Dependent Demand,</i> Haskayne School of Business, 2015. Supervisor.
Mahmood Rahimi	<i>Innovation in Context: Examining the Relationship between Project Performance and Project Innovation - Evidence from the Canadian Oil and Gas Industry,</i> Haskayne School of Business, 2013. Supervisor.
Klas Ohman	<i>Applying a Decision Support System Tool to the Design and Operation of a Landfill,</i> Department of Civil Engineering, 2008. Co-supervisor.

**Ph.D. Committee member**

Zahnupriya Kalita	<i>Facility Layout Optimization Using genetic Algorithm,</i> Tezpur University, India, 2019.
Nancy Southin	<i>E-retailer return policies and their relationship with operations strategy priorities and market performance,</i> Haskayne School of Business, 2018.
Binni Wang	Department of Mechanical Engineering, Candidacy exam, 2017
Jun Ma	Department of Mechanical Engineering, Candidacy exam, 2017
Kamal Deep	<i>Design of Cellular Manufacturing System for Dynamic Production Requirement in Presence of Contingency Routing,</i> Sant Longowal Institute of Engineering and Technology, Punjab, India, 2017.
Jatinder Kumar	<i>Analysis of Oil and Gas Projects - With Focus on SAGD Projects,</i> Department of Civil Engineering, 2016.
Yiye Zhou	<i>Network Based Prediction and Control Models for Healthcare Associated Infections,</i> Department of System Engineering and Engineering Management, Chinese University of Hong Kong, 2015.
Raymond Barnieh	<i>Understanding Variation in Processes and Outcomes in Operational Implementations: A Case Study from Health Care,</i> Haskayne School of Business, 2014.
Jalaladdin Ramazani	<i>Project Managers and the Journey from Good to Great,</i> Department of Civil Engineering, 2014.
Salah Elaskari	<i>Multi-Commodity Network Flow Approach To The Dynamic Cell Formation Problem: An Exploration Of Design Robustness,</i> Department of Industrial Engineering, Dalhousie University, 2014.

Mohamed Moussa	<i>Unified Simulation Methodology and Project Risk Assessment Framework</i> , Department of Civil Engineering, 2013.
Behnam Fonouni	Department of Civil Engineering, Candidacy Exam, 2013.
Chandan Grewal	<i>Comparative Evaluation of Supply Chain Replenishment Strategies in a Capacitated Supply Chain</i> , Department of Mechanical Engineering, 2012.
Alireza Fazlirad	Department of Mechanical Engineering, Candidacy Exam, 2011.
B.A.D.S Wimalasena	<i>Developing a Planning Tool for Construction Waste Management</i> , Department of Civil Engineering, 2010.
Jalaladdin Ramazani	Department of Civil Engineering, Candidacy Exam, 2010
Jim Lozon	<i>Evaluating Value Improvement Practices for large Scale Projects</i> , Project Management Department of Civil Engineering, 2008.
Mohamed Mousa	Department of Civil Engineering, Candidacy Exam, 2005.
Surya Prakash Singh	<i>Solving Single and Multi Period Facility Layout Problems: SA and GA based Heuristics</i> , Indian Institute of Technology, Kanpur, India, 2007.
K Sundararaman	<i>A Study of the Factors Affecting Motivation of Salesmen</i> , PSG College of Arts and Science, Bharathiar University, Coimbatore, India, 2003.
Amitava Nandi	<i>Input Control Strategies for Make-to-order Manufacturing Systems via Order Acceptance/Rejection</i> , Department of Mechanical Engineering, 2000.
Harish Rao	<i>A Methodology and Integrated Tool for the Design of Manufacturing Systems</i> , Department of Mechanical Engineering, 1997.
Robert Brennan	<i>Appropriate Control Architectures for Automated Manufacturing Systems</i> , Department of Mechanical Engineering, 1992.

### **MBA Thesis**

#### **Supervisor**

Renae Espey	<i>Decision Support Optimization Model for Railcar Storage</i> , Haskayne School of Business, 2007
Brent Snider	<i>Enterprise Resource Planning Implementations at Small and Medium sized Enterprises</i> , Haskayne School of Business, 2004.

Committee Member

- Asad Ahmed                    *Group Modeling and Analysis of Oil Terminal Operations*, Haskayne School of Business, 2003.
- Astrid L.H. Eckstein:        *Group Technology considering Quality and Learning Aspects*, Faculty of Management, 1994.

**M.Sc. Thesis** (all as a committee member or external reviewer)

- Xiuyi Chen                    *Integrated Project and Supply Chain Management in Well Drilling Process*, Department of Mechanical and Manufacturing Engineering, 2014.
- Hamed Moradi                *Developing Benchmarking Metrics for Pipeline Projects in Alberta*, Department of Civil Engineering, 2013.
- Joseph Atika                 *Barriers to Effective Project Risk Management*, Department of Civil Engineering, 2011.
- Zaman Forootan              *A Decision Model for Minimizing Cost in Lean Systems*, Department of Mechanical and Manufacturing Engineering, 2015.
- Sainath Gopinath             *A Decision Model for Minimizing Cost in Lean Systems*, Department of Mechanical and Manufacturing Engineering, 2010.
- Anubhuti Parajuli            *Scheduling to Optimize Due Date Performance Under Uncertainty of Processing Times*, Department of Mechanical and Manufacturing Engineering, 2010.
- Sajed Habib                  *The Application of Concept Maps to Modeling Flows on the Manufacturing Shop Floor*, Department of Mechanical and Manufacturing Engineering, 2007.
- Li Li                            *Optimal Lot-Sizing with Capacity Constraints and Auto-Correlated Interarrival Times*, Department of Mechanical and Manufacturing Engineering, 2004.
- W.S. Mavis Wong             *An Investigation of Outsourcing Practices in Software Engineering*, Department of System Engineering and Engineering Management, Chinese University of Hong Kong - 2004
- Mohamed Mousa              *Development of a Decision Support System (DSS) Simulation Tool for Risk Assessment*, Department of Civil Engineering, 2004.
- Roger Mattar                 *Dynamically Set Lead Times in MRP Environments*, Department of Mechanical Engineering, 1997.
- Fang Yu                        *Storage Planning and Management: Methods and Applications*, Department of Decision Sciences, National University of Singapore, 1996
- Andre Naumann:             *Real Time Control of Manufacturing Cells Utilizing Fuzzy Logic Part Dispatching*, Department of Mechanical Engineering, 1994.
- Harish Rao:                  *Expert Self Organizing Neural Network for the Design of Cellular Manufacturing Systems*, Department of Mechanical Engineering, 1992.

**M.A.Sc**

Shrivatsav Kripakaran *Space Planning at the Faculties of Engineering and Architecture & Planning*, Department of Industrial Engineering, Dalhousie University, Nova Scotia, November 2007.

**M.Phil**

Tsz Wai Lai *An Investigation of Models for Identifying Critical Components in a System*, Department of System Engineering and Engineering Management, Chinese University of Hong Kong, 2011.

Wing S Wong *Analysis of Factors Affecting Crossdock Operations Using Computer Simulation*, Department of System Engineering and Engineering Management, Chinese University of Hong Kong, 2009.

**M.A.**

Nicholas Janota *Introducing Competition into Regulated Network Industries: From Hierarchies to Markets in Canada's Railroad Industry*, Department of Economics, 2009.

**M.Eng Project/Final Examination**

David Anderson *Improvement of Turret Punch Tool Layout for the Production of Nested Parts*, Department of Mechanical and Manufacturing Engineering, 2016.

Xiang Wang Department of Mechanical and Manufacturing Engineering, 2008.

Christine Godwin-Sheppard Project Management Program, Department of Civil Engineering, 2007.

Aaron Hughes Project Management Program, Department of Civil Engineering, 2007.

Scott Bartsch Project Management Program, Department of Civil Engineering, 2004.

Ebrahim Eghbal Department of Mechanical and Manufacturing Engineering, 2003.

Christopher Dilger: Project Management Program, Department of Civil Engineering, 2000.

Son Ngoc Pham: Department of Mechanical Engineering, 1996.

Patrick Snelgrove: Project Management Program, Department of Civil Engineering, 1994.

Robert Millsap: Project Management Program, Department of Civil Engineering, 1993.

**M.Ec Project Examination**

Murray Howland: Department of Economics, 2002.