

August 11, 2015

Manoj K. Malhotra

**Jeff B. Bates Professor and Chairman
Management Science Department
Founder and Director, Center for Global Supply Chain and Process Management**

**The Moore School of Business
University of South Carolina
Columbia, SC 29210
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Education

Ph.D.	The Ohio State University, Columbus, Ohio, 1990
M.A.	The Ohio State University, Columbus, Ohio, 1988
M.S.	The Ohio State University, Columbus, Ohio, 1984
B. Tech.	Indian Institute of Technology, Kanpur, India, 1983

Academic Experience

August 2005- Present	Director, Center for Global Supply Chain and Process Management, Moore School of Business, University of South Carolina, Columbia
August 2005- Present	Jeff B. Bates Professor, Moore School of Business, University of South Carolina, Columbia
August 2000- Present	Chairman and Professor, Management Science Department, Moore School of Business, University of South Carolina, Columbia
August 1995- July 2000	Associate Professor, Management Science Department, Moore School of Business, University of South Carolina, Columbia
January 1990- July 1995	Assistant Professor, Management Science Department, Moore School of Business, University of South Carolina, Columbia
September 1985- December 1989	The Ohio State University, Department of Management Science, Teaching and Research Assistant
January 1985 - August 1985	The Ohio State University, Department of Metallurgical Engineering, Research Engineer
September 1983- December 1984	The Ohio State University, Department of Metallurgical Engineering, Research Assistant

Administrative Leadership

- Founded and successfully launched an industry-focused Center for Global Supply Chain and Process Management in 2005. This Center has garnered about \$2.5 Million in industry support since its inception from firms such as Avaya, Coca Cola Bottling, Continental, Cummins Michelin, Siemens, and several others. These resources have funded student scholarships, faculty research, and functioning of the Center.
- Supported Supply Chain related initiatives and research proposals across other departments and units external to Moore School at the University of South Carolina
- Chaired university wide award committees and served on several important and strategic task forces including Focus Carolina and Provosts' Committee on Informatics and Information Systems Professions.
- Launched and supported the Technology Commercialization and Innovation Management (TCIM) initiative, which in conjunction with the intellectual property office at USC helped create business plans for research ideas originating in the Colleges of Arts & Sciences and Engineering.
- Enhanced the national profile and reputation of the Department of Management Science at the Moore School of Business over the past 15 years.
- Hired and retained a talented group of faculty with doctorates from Duke University, Georgia Tech, University of Maryland, Michigan State University, Vanderbilt University, and Wharton School of Business at the University of Pennsylvania.
- Enhanced the research productivity of the Department of Management Science, as evidenced by publications in top tier journals of the field.
- Launched innovative and nationally ranked programs in Global Supply Chain and Operations Management (GSCOM) with cutting-edge Green Belt Certifications. Both the Undergraduate and Graduate GSCOM Programs at the Moore School were ranked 12th in the nation in Gartner Group Rankings in 2014. Princeton Review has also recognized the Graduate program as among the top 15 in the nation.
- Facilitated placements of GSCOM programs' graduates at highly competitive salaries in well-regarded multinational firms such as Amazon, BMW, IBM Consulting, Ingersoll Rand, Johnson & Johnson, McKinsey & Company, Rolls Royce, and Tyco International, among several others.

Honors and Awards

2014	Breakthrough Leadership in Research Award, University of South Carolina
2014	Outstanding Senior Editor, Decision Sciences Journal
2014	Carolina Trustee Professor Award, University of South Carolina
2012	Elwood Buffa Outstanding Dissertation Award Advisor for Alan Mackelprang, Decision Sciences Institute
2011	<i>Decision Sciences Journal</i> Best Paper Award for the article "Inter-Organizational System Usage and Supply Chain Integration: An

- Empirical Assessment,” **Decision Sciences**, Vol. 42, No. 1, 7-42.
- 2008 Outstanding Professor, International Master of Business Administration (IMBA) Program, The Moore School of Business, University of South Carolina.
- 2007 Fellow, Decision Sciences Institute
- 2007 USC Educational Foundation Research Award for Professional Schools
- 2007 Finalist, *Journal of Operations Management* Best Paper Award for the article “Evolution in the Strategic Manufacturing Planning Process of Organizations” **Journal of Operations Management**, Vol. 24, 421-439
- 2006 Michael J. Mungo Graduate Teaching Award for Excellence in Graduate Teaching, University of South Carolina, Columbia.
- 2006 **Stan Hardy Award** for best paper published in the field of Operations Management in the year 2005 for the article “Examining the Impact of Inter-Organizational Systems on Process Efficiency and Sourcing Leverage in Buyer-Supplier Dyads” **Decision Sciences**, Vol. 36, No. 3, 365-396
- 2005 Finalist, *Decision Sciences* Best Paper Award for the article “Examining the Impact of Inter-Organizational Systems on Process Efficiency and Sourcing Leverage in Buyer-Supplier Dyads.” **Decision Sciences**, Vol. 36, No. 3, 365-396
- 2005 Outstanding Professor, International Master of Business Administration (IMBA) Program, The Moore School of Business, University of South Carolina.
- 2004-Present Associate Editor, **Decision Sciences**
- 2004 Most Outstanding Faculty Member, Vienna International Master of Business Administration (IMBA) Program, The Moore School of Business, University of South Carolina, and Wirtschaft Universitat Wien, Austria.
- 2002 Stan Hardy Award for best paper published in the field of Operations Management in the year 2001 for the article “Assessing the Impact of the Manufacturing Executive's Role on Business Performance through Strategic Alignment.” 2001, **Journal of Operations Management**, Vol. 19, No. 1, 5-22
- 2002 Co-editor, Special Research Focus Issue, "Managing the Interface between Marketing and Operations", **Journal of Operations Management**.
- 2001-2010 Associate Editor, **Journal of Operations Management**
- 2001 Business Partnership Foundation Fellowship
- 2000 Outstanding Professor, Master of International Business Studies (MIBS) Program, The Moore School of Business, University of South Carolina
- 2000-2003 Area Editor, **Production and Operations Management Journal**
- 2000 Listed in "Who's who Among America's Teachers"
- 1999 Gamecock Faculty All-Star recognition for being the most influential faculty member in academic success of a student athlete.
- 1999 Highest Quality Rating Citation of Excellence by ANBAR ELECTRONIC INTELLIGENCE for the paper "Decision Making Using Multiple Models." **European Journal of Operational Research**,

- Vol. 114, No.1, 1-14
- 1999 Outstanding Professor, Master of International Business Studies (MIBS) Program, The Moore School of Business, University of South Carolina.
- 1999 Co-editor, Special Research Focus Issue, "Managing the Interface between Operations and Information Systems", **Decision Sciences**.
- 1998 Fellow of American Production and Inventory Management Society (CFPIM)
- 1998 Most Outstanding Faculty Member, International Master of Business Administration (IMBA) Program, The Moore School of Business, University of South Carolina, and Wirtschaft Universitat Wien, Austria.
- 1998 Master Teacher Award, The Moore School of Business, University of South Carolina
- 1998 Outstanding Professor, Master of International Business Studies (MIBS) Program, The Moore School of Business, University of South Carolina
- 1998 Listed in "Who's Who in Science and Engineering", 4th edition.
- 1997 Highest Quality Rating Citation of Excellence by ANBAR ELECTRONIC INTELLIGENCE for the paper "Factors Affecting Performance of Period Batch Control Systems in Cellular Manufacturing", **International Journal of Production Research**, Vol. 35, No. 2, 1997.
- 1997 Outstanding Professor, Master of International Business Studies (MIBS) Program, The Moore School of Business, University of South Carolina
- 1996 Listed in "Who's who Among America's Teachers"
- 1995 Alfred G. Smith Junior Award for Excellence in Teaching, The Moore School of Business, University of South Carolina
- 1992 Research Fellowship, The Moore School of Business, University of South Carolina
- 1991 Nominated for Best Dissertation Award, 22nd Annual Decision Sciences Institute Doctoral Dissertation Award Competition
- 1990 Best Application Paper Award for "A Mathematical Programming Model for Scheduling Postal Distribution Employees," 21st Annual Decision Sciences Institute Meeting
- 1988 Decision Sciences Institute, Doctoral Consortium
- 1987 Academy of Management, Doctoral Consortium
- 1985 Alpha Sigma Mu, International Honorary Metallurgical Society
- 1983 Mars G. Fontana Award for highest proficiency in 'Corrosion Course', Indian Institute of Technology, Kanpur, India
- 1983 Best Undergraduate Project in Metallurgical Engineering, IIT Kanpur.

Grants

"Antecedents and Consequences of Outsourcing: Comparisons between India and USA", Funded by Center for International Business Education and Research (CIBER) Grant; \$4,500, October 2006 (Co-Principal Investigator with Subhash Sharma and Sanjay Ahire)

"A Cross Country Comparison of Performance Measurement Systems – The Case of Supplier Scorecards," Funded by Center for International Business Education and Research (CIBER)

Grant; \$6,000, November 2005 (Co-Principal Investigator with Jayanth Jayaram).

“Antecedents and Consequences of Outsourcing: Comparisons between India and USA”,
Funded by Center for International Business Education and Research (CIBER) Grant;
\$10,000, November 2005 (Co-Principal Investigator with Subhash Sharma)

“An Empirical Investigation of the Effect of Global Supply Chain Integration on Firm
Performance”, Funded by Center for International Business Education and Research (CIBER)
Grant; \$7000, October 2002 (Co-Principal Investigator with Jayanth Jayaram)

“Development of Global Operations Management Curriculum”, Funded by Flour Daniel
Corporation Grant; \$6000, March 1999.

"Strategic Dimensions of Manufacturing Flexibility", Funded by The Darla Moore School of
Business, Small Grant Program, University of South Carolina; \$500; July 1998.

"Strategic Manufacturing Planning Systems", Funded by The Darla Moore School of Business,
Small Grant Program, University of South Carolina; \$500; Spring 1996.

"An Investigation of Key Strategic & Tactical Production & Operations Management Issues in
the 1990's," Funded by Research and Productive Scholarship Grant Program, University of
South Carolina; \$729; April 1991.

Research and Teaching Interests

Production planning and Control in Multi-stage Production Systems
Shop Floor Control in FMS and Group Technology Shops;
Dual Resource Constrained Systems
Scheduling in Service Sector Firms
Reengineering and Process Management
Manufacturing Strategy and Supply Chain Management
Interface between Operations and Other Areas of Business (Information Systems,
Marketing)

Professional Service

Senior Editor

Decision Sciences, 2011-Present

Production and Operations Management, 2008-Present

Associate Editor

Decision Sciences, 2004-2011

Journal of Operations Management, 2001-2010

Production and Operations Management, 2000-2003

Editorial Review Board: Journal of Managerial Issues

Manuscript Reviewer:

Decision Sciences, European Journal of Operational Research, IEEE Transactions on Engineering Management, Information Systems Research, NSF Grant Proposals, Omega, Production and Operations Management, International Journal of Production Research, Journal of Operational Research Society, Journal of Operations Management, and Proceedings of the DSI Annual Meetings

Production and Operations Management Society:

Member, Ad-hoc Committee on Review of Constitution and By-Law Changes, 2015
Chair, Wickham Skinner Teaching Achievement Award Committee, 2015
General Conference Chair, POMS Annual Meeting, Denver, 2013
Vice-President Education, 2009-2012
Member, Strategic Planning Committee, 2008-2009
Chair, Wickham Skinner Early Career Achievement Award Committee, 2007
Track Chair (Operations Flexibility), POMS Annual Meeting, San Francisco, 2002
Session Chair, International Conference on "Operations Management for Global Economy: Prospects and Challenges," IIT Delhi, 1999
Associate Program Chair, Annual Meeting, Washington DC, 1994-95

American Production and Inventory Control Society (APICS):

President, Mid-Carolina Chapter, 1998-1999
Board of Directors, Mid-Carolina Chapter, 1994-2000
President-Elect, Mid-Carolina Chapter, 1997-1998
Instructor for CPIM Certification Courses

Board of Directors, Shingo Prize of South Carolina, 2006-2009

Decision Sciences Institute:

Chair, Fellows Committee, 2013
Panelist, New Faculty Development Consortium, 2013
Panelist, Doctoral Consortium, 2011
Nominating Committee, 2011-2012
Chair, Publications Committee, 2009-2010
Chair, Decision Sciences Journal Editor Search Committee, 209-2010
Fellows Track Chair, Annual Meeting, Baltimore, 2008
Vice-President and Board of Directors, 2007-2009
Development Committee, Chair, 2008; Member 2008-2010
Chair, Blue Ribbon Committee on Excellence in Decision Sciences Journal, 2007
Program Chair, 36th Annual Meeting, San Francisco, 2005
International Business Track Chair, Annual Meeting, Washington DC, 2003
Publications Committee, 2003-2005
Feature Editor, Doctoral Student Issues, **Decision Line**, 2002-2007
Elwood S. Buffa Doctoral Dissertation Competition Reviewer, 2002, 2006
POM-Manufacturing Track Co-Chair, Annual Meeting, San Francisco, 2001
Doctoral Student Affairs Committee Chair, 2000
Global Issues Theme Coordinator, Annual Meeting, New Orleans, 1999

Faculty Participant, Doctoral Student Consortium, 1990, 1998, 1999
Strategic Planning Committee for International Affairs, 1997-1999
Doctoral Dissertation Competition Reviewer, 1996 and 2002
Publications Committee, 1995-1997
Programs Committee, 1993-1995
Doctoral Student Affairs Committee, 1991 - 1993
Visiting International Scholar Ad hoc Committee, 1992
Session Chairperson, "Dispatching and Commonality Issues in Manufacturing, 1993.
Paper Discussant, Paper Reviewer, Annual National Meeting, 1988, 1990 - 1995

Midwest and Southeast Decision Sciences Institute Meeting: Paper Reviewer, 1990

30th ORSA/TIMS Joint National Meeting:

Session Chairperson, "Productivity Assessment and Improvement", 1990
Panelist, "Developing Student-Professor Interfaces with Industry", 1990

Operations Management Association: Eighth Annual Conference Proceeding Committee, 1989

Selected College and University Service (2000 onwards)

South Carolina Honors College Policy Committee, 2009-Present
President's Education and Teaching Committee on Focus Carolina, 2009
Provost's Committee on Selection of USC Educational Foundation Research Award, 2009-2011
Provost's Committee on Selection of Mungo Graduate Teaching Award, 2008-2011
Provost's Committee on Selection of Mungo Graduate Teaching Award, Chair 2012 -2015
Chair, Management Science Department, 2000-Present
Founding Director, Center for Global Supply Chain and Process Management, 2005-Present
Provost's Committee on Evaluation of Dean, 2003
Provost's University Committee on Informatics and Information Systems Professions, 2001-2002
Masters Programs Curriculum Committee, Moore School of Business, 2000-2001
Masters Program Appeals & Admissions Sub-committee, Moore School of Business, 2000-2001
Committee for Teaching Excellence, Moore School of Business, 1999-2000
Student Academic Responsibility Committee, Moore School of Business, 1999-2000
University Faculty Senate, 1998-2000

PUBLICATIONS

Book (s)

Krajewski, Lee J., Manoj K. Malhotra, and Larry P. Ritzman, 2016, *Operations Management: Processes and Supply Chains*, 11th Edition, Pearson Prentice Hall, Upper Saddle River, New Jersey.

Editions 10th, 9th, and 8th in 2013, 2010, and 2007 respectively of the same book

Scholarly Publications

1. Malhotra, Manoj K., Sanjay L. Ahire, and Guangzhi Shang, 2016, "Mitigating the Impact of Functional Dominance in Cross-Functional Process Improvement Teams," **Decision Sciences**, (*forthcoming*).
2. Mackelprang, Alan W., and Manoj K. Malhotra, 2015, "The Impact of Bullwhip on Supply Chains: Performance Pathways, Control Mechanisms, and Managerial Levers," **Journal of Operations Management**, Volume 36, 15-32.
3. Ahire Sanjay L., Manoj K. Malhotra, and John B. Jensen, 2015, "Carton Mix Optimization for Walmart.com Distribution Centers," **Interfaces**, 45 (4), 341-357.
4. Malhotra, Manoj K., Cherry Singhal, Guangzhi Shang, and Robert E. Ployhart, 2014, "A Critical Evaluation of Alternative Methods and Paradigms for Conducting Mediation Analysis in Operations Management Research," **Journal of Operations Management**, Vol. 32, 127-137.
5. Jensen, John B., Sanjay L. Ahire, and Manoj K. Malhotra, 2013, "Trane/Ingersoll Rand Combines Lean and Operations Research Tools to Redesign Feeder Manufacturing Operations," **Interfaces**, Volume 43, No. 4, 325-340.
6. Galbreth, Michael R., Patrick R. Philipoom, and Manoj K. Malhotra, 2012, "Planning with Uncertain Materials Availability: The Value of Workday Flexibility," **Operations Management Research**, Volume 5, No. 3-4, 91-100.
7. Malhotra, Manoj K., and Alan W. Mackelprang, 2012, "Are Internal Manufacturing and External Supply Chain Flexibilities Complementary Capabilities?" **Journal of Operations Management**, Vol. 30, No. 3, 180-200.
8. Nair, Anand, Manoj K. Malhotra, and Sanjay L. Ahire, 2011, "Toward a Theory of Managing Context in Six Sigma Process-Improvement Projects: An Action Research Investigation," **Journal of Operations Management**, Vol. 29, No. 5, 529-548.
9. Ahire, Sanjay, and Manoj K. Malhotra, 2011, "Scripting a Holistic Rx for Process Improvement at Palmetto Health Imaging Centers," **Journal of Global Business and Organizational Excellence**, Vol. 30, No. 2, 23-35 (*Invited and Editorially Reviewed*).
10. Saeed, Khawaja, Manoj K. Malhotra, and Varun Grover, 2011, "Inter-Organizational System Usage and Supply Chain Integration: An Empirical Assessment," **Decision Sciences**, Vol. 42, No. 1, 7-42. (*Winner of Decision Sciences Journal Best Paper Award for 2011*).
11. Jayaram, Jayanth, and Manoj K. Malhotra, 2010, "The Differential and Contingent Impact of Concurrency on New Product Development Project Performance: A Holistic Examination," **Decision Sciences**, Vol. 41, No. 1, 147-196.

12. Lockström, Martin, Joachim Schadel, Norma Harrison, Roger Möser, and Manoj K. Malhotra, 2010, "Antecedents to Supplier Integration in the Automotive Industry: A Multiple-Case Study of Foreign Subsidiaries in China." **Journal of Operations Management**, Vol. 28, 240-256.
13. Malhotra, Manoj K., and Subhash Sharma, 2008, "Measurement Equivalence Using Generalizability Theory: An Examination of Manufacturing Flexibility Dimensions." **Decision Sciences**, Vol. 39, No. 4, 343-369.
14. Papke-Shields, Karen E., and Manoj K. Malhotra, 2008, "Manufacturing Managers' Perceptions of Functional Power in Manufacturing Organizations." **International Journal of Operations and Production Management**, Vol. 28, No. 9, 858-874.
15. Papke-Shields, Karen E., Manoj K. Malhotra, and Varun Grover, 2006, "Evolution in the Strategic Manufacturing Planning Process of Organizations." **Journal of Operations Management**, Vol. 24, 421-439 (*Finalist for the Journal of Operations Management Best Paper Award for 2006*).
16. Saeed, Khawaja, Manoj K. Malhotra, and Varun Grover, 2005, "Examining the Impact of Inter-Organizational Systems on Process Efficiency and Sourcing Leverage in Buyer-Supplier Dyads." **Decision Sciences**, Vol. 36, No. 3, 365-396 (*Winner of Stan Hardy 2006 Award for best paper published in the field of Operations Management*).
17. Steele, D.C., Patrick R. Philipoom, Manoj K. Malhotra, Timothy D. Fry, 2005, "Comparisons Between Drum-Buffer-Rope and Materials Requirements Planning: A Case Study." **International Journal of Production Research**, Vol. 43, No. 15, 3181-3208.
18. Robinson, Carol and Manoj K. Malhotra, 2005, "Defining the Concept of Supply Chain Quality Management and its Relevance to Academic and Industrial Practice." **International Journal of Production Economics**, Vol. 96, No. 3, 315-337 (*The 15th most requested article in that journal in the period October-December 2004*).
19. Koste, Lori L., Manoj K. Malhotra, and Subhash Sharma, 2004, "Measuring Dimensions of Manufacturing Flexibility." **Journal of Operations Management**, Vol. 22, No. 2, 171-196.
20. Heine, Michelle, Grover, Varun and Manoj K. Malhotra, 2003, "The Relationship between Technology and Performance: A Meta-Analysis of Technology Models." **Omega, International Journal of Management Science**, Vol. 31, No. 3, 189-204.
21. Grover, Varun and Manoj K. Malhotra, 2003, "Transaction Cost Framework in Operations and Supply Chain Management Research: Theory and Measurement." **Journal of Operations Management**, Vol. 21, No. 4, 457-473 (*The 5th most requested article in the journal, with 1733 requests received from April 2002-April 2004*).

22. Malhotra, Manoj K. and Subhash Sharma, 2002, "Spanning the Continuum between Marketing and Operations." **Journal of Operations Management**, Vol. 20, No. 3, 211-221.
23. Papke-Shields, Karen E., Manoj K. Malhotra, and Varun Grover, 2002, "Strategic Manufacturing Planning Systems and their Linkage to Planning System Success." **Decision Sciences**, Vol. 33, No. 1, 1-30.
24. Malhotra, Manoj K., Michelle L. Heine, and Varun Grover, 2001, "An Evaluation of the Relationship between Management Practices and Computer Aided Design Technology." **Journal of Operations Management**, Vol. 19, 307-333.
25. Papke-Shields, Karen E., and Manoj K. Malhotra, 2001, "Assessing the Impact of the Manufacturing Executive's Role on Business Performance through Strategic Alignment." **Journal of Operations Management**, Vol. 19, No. 1, 5-22 (*Winner of Stan Hardy 2002 Award for the best paper published in the field of Operations Management*).
26. Koste, Lori L., and Manoj K. Malhotra, 2000, "Trade-offs among the Elements of Flexibility: Lessons from the Automotive Industry." **Omega, International Journal of Management Science**, Vol. 28, 693-710.
27. Kher, H.V., Manoj K. Malhotra, and D.C. Steele, 2000, "The Effect of Push and Pull Lot Splitting Approaches on Lot Traceability and Material Handling Costs in Stochastic Flow Shop Environments." **International Journal of Production Research**, Vol. 38, No. 1, 141-160.
28. Grover, Varun, and Manoj K. Malhotra, 1999, "A Framework for Examining the Interface between Operations and Information Systems: Implications for Research in the New Millennium." **Decision Sciences**, Vol. 30, No. 4, 901-920.
29. Kher, Hemant V., Manoj K. Malhotra, Patrick R. Philipoom, and Timothy D. Fry, 1999, "Modeling Simultaneous Worker Learning and Forgetting in Dual Resource Constrained Systems." **European Journal of Operational Research**, Vol. 115, No. 1, 158-172.
30. Koste, Lori L., and Manoj K. Malhotra, 1999, "A Theoretical Framework for Analyzing the Dimensions of Manufacturing Flexibility." **Journal of Operations Management**, Vol. 18, No. 1, 75-93.
31. Malhotra, Manoj K., Subhash Sharma, and Satish Nair, 1999, "Decision Making Using Multiple Models." **European Journal of Operational Research**, Vol. 114, No.1, 1-14 (*Highest Quality Rating Citation of Excellence by ANBAR ELECTRONIC INTELLIGENCE*).
32. Jensen, John B., Manoj K. Malhotra, and Patrick R. Philipoom, 1998, "Family-Based Scheduling of Shops with Functional Layouts." **International Journal of Production Research**, Vol. 36, No. 10, 2687-2700.

33. Malhotra, M.K. and Varun Grover, 1998, "An Assessment of Survey Research in POM: From Constructs to Theory." **Journal of Operations Management**, Vol. 16, No. 4, 407-425.
34. Bearden, W.O., Manoj K. Malhotra, and Kelly Usategui, 1998, "Customer Contact and the Evaluation of Service Experiences: Propositions and Implications for the Design of Services." **Psychology and Marketing**, Vol. 15, No. 8, 793-809.
35. Grover, Varun and Manoj K. Malhotra, 1997, "Business Process Reengineering: Tutorial on the Concept, Evolution, Method, Technology, and Application." **Journal of Operations Management**, Vol. 15, No. 3, 193-213.
36. Steele, Daniel C., and Manoj K. Malhotra, 1997, "Factors Affecting Performance of Period Batch Control Systems in Cellular Manufacturing." **International Journal of Production Research**, Vol. 35, No. 2, 421-446 (*Highest Quality Rating Citation of Excellence by ANBAR ELECTRONIC INTELLIGENCE*).
37. Hedin R. Scott, Patrick R. Philipoom, and Manoj K. Malhotra, 1997, "A Comparison of Static and Dynamic Tooling Policies in a General Flexible Manufacturing System." **IIE Transactions**, Vol. 29, No. 1, 69-80.
38. Malhotra, Manoj K., Varun Grover, and Michael DeSilvio, 1996, "Reengineering the New Product Development Process: A Framework for Innovation and Flexibility in High Technology Firms." **OMEGA, International Journal of Management Science**, Vol. 24, No. 4, 425-441.
39. Jensen, John B., Manoj K. Malhotra, and Patrick R. Philipoom, 1996, "Machine Dedication and Process Flexibility in a Group Technology Environment." **Journal of Operations Management**, Vol. 14, No. 1, 19-39.
40. Malhotra, Manoj K., and Hemant V. Kher, 1996, "Institutional Research Productivity in Production and Operations Management." **Journal of Operations Management**, Vol. 14, No. 1, 55-77.
41. Fry Timothy D., Hemant V. Kher, and Manoj K. Malhotra, 1995, "Managing Worker Flexibility and Attrition in Dual Resource Constrained Job Shops." **International Journal of Production Research**, Vol. 33, No. 8, 2163-2179.
42. Roth, A.V., J. Julian, and Manoj K. Malhotra, 1995, "Assessing Customer Value for Reengineering: Narcissistic Practices and Parameters from the Next Generation." in **Business Process Change: Reengineering Concepts, Methods and Technologies**, Editors V. Grover and W.J. Kettinger, Idea Group Publishing, Pennsylvania.
43. Jensen, John B., Patrick R. Philipoom, and Manoj K. Malhotra, 1995, "Evaluation of Scheduling Rules with Commensurate Customer Priorities in Job Shops." **Journal of Operations Management**, Vol. 13, No. 3, 213-228.

44. Malhotra, Manoj K., and Larry P. Ritzman, 1994, "Scheduling Flexibility in the Service Sector: A Postal Case Study." **Production and Operations Management**, Vol. 3, No. 2, 100-117.
45. Malhotra, Manoj K., John B. Jensen, and Patrick R. Philipoom, 1994, "Management of Vital Customer Priorities in Job Shop Manufacturing Environments." **Decision Sciences**, Vol. 25, No. 5/6, 711-736.
46. Hedin, Scott R., Manoj K. Malhotra, and Patrick R. Philipoom, 1994, "Shop Floor Control and Tool Loading Policies in Flexible Manufacturing Systems." **International Journal of Production Research**, Vol. 32, No. 11, pp. 2495-2513.
47. Kher, Hemant V., and Manoj K. Malhotra, 1994, "Acquiring and Operationalizing Worker Flexibility in Dual Resource Constrained Job Shops with Worker Transfer Delays and Learning Losses." **OMEGA, International Journal of Management Science** Vol. 22, No. 5, pp. 521-533.
48. Malhotra, Manoj K., Daniel C. Steele, and Varun Grover, 1994, "Important Strategic and Tactical Manufacturing Issues in the 1990's." **Decision Sciences**, Vol. 25, No. 2, pp. 189-214.
49. Malhotra, Manoj K., and Hemant V. Kher, 1994, "An Evaluation of Worker Assignment Policies in Dual Resource Constrained Job Shops with Heterogeneous Resources and Worker Transfer Delays." **International Journal of Production Research**, Vol. 32, No. 5, pp. 1087-1103.
50. Philipoom, Patrick R., Manoj K. Malhotra, and John B. Jensen, 1993, "An Evaluation of Capacity Sensitive Order Review and Release Procedures in Job Shops." **Decision Sciences**, Vol. 24, No. 6, pp. 1109-1133.
51. Malhotra, Manoj K., Timothy D. Fry, Hemant V. Kher, and Joan M. Donohue, 1993, "The Impact of Learning and Labor Attrition on Worker Flexibility in Dual Resource Constrained Job Shops." **Decision Sciences**, Vol. 24, No. 3, pp. 641-663.
52. Malhotra, Manoj K., Larry P. Ritzman, W. C. Benton, and G. Keong Leong, 1992, "A Model for Scheduling Postal Distribution Employees." **European Journal of Operational Research**, Vol. 58, No. 3, pp. 374-385 (*Best Application Paper Award, 21st Annual Decision Sciences Institute Meeting, 1990*)
53. Malhotra, Manoj K., and Larry P. Ritzman, 1990, "Resource Flexibility Issues in Multistage Manufacturing." **Decision Sciences**, Vol. 21, No. 4, pp. 673-690.

Monographs

1. Grover, Varun and Manoj K. Malhotra, 2003, "Interaction between a Doctoral Student and Advisor: Making it Work!" **Decision Line**, Vol. 34, No. 1, pp. 16-18.
2. Koste, L.L. and Manoj K. Malhotra, 1999, "A Perspective on Research Opportunities in Manufacturing Flexibility." **Decision Line**, Vol. 30, No. 4, pp. 5-8.
3. Malhotra, M.K., 1998, "Industry-Academia Partnerships in Germany." **Decision Line**, Vol. 29, No. 1, pp. 4-7.
4. Malhotra, M.K., 1996, "Towards Greater Relevance in Production and Operations Management." **Decision Line**, Vol. 27, No. 2, pp. 9-11.

Published Proceedings

1. Koste, Lori L., Manoj K. Malhotra, and Subhash Sharma "Construct Measurement for Dimensions of Manufacturing Flexibility." **Proceedings of the 33rd Annual Decision Sciences Institute Meeting**, San Diego, 2002, pp. 1767-1769.
2. Koste, Lori L., Manoj K. Malhotra, and Subhash Sharma, "Tradeoffs among t5th he Elements of Flexibility – An International Comparison." **Proceedings of the International DSI Conference**, Athens, Greece, 1999, 1638-1640.
3. Kher, H.V., Manoj K. Malhotra, and D.C. Steele, "A Comparison of Push and Pull Lot Splitting Approaches in Stochastic Flow Shop Environments." **Proceedings of the 29th Annual Decision Sciences Institute Meeting**, Las Vegas, 1998, pp. 1479-1481.
4. Koste, Lori L., and Manoj K. Malhotra, "A Framework for Understanding Manufacturing Flexibility." **Proceedings of the 29th Annual Decision Sciences Institute Meeting**, Las Vegas, 1998, pp. 1497-1499.
5. Papke-Shields, Karen E., Manoj K. Malhotra, and Varun Grover, "Strategic Manufacturing Planning: Examining the Relationship Between Planning, System Design, Manufacturing Context, and Planning Effectiveness," **Proceedings of the 28th Annual Decision Sciences Institute Meeting**, San Diego, 1997, pp. 1290-1292.
6. Jensen, John B., and Manoj K. Malhotra, "Flexibility versus Efficiency: Tradeoffs in a Group Technology Shop With Labor and Machine Constraints," **Proceedings of the 28th Annual Decision Sciences Institute Meeting**, San Diego, 1997, pp. 1144-1146.
7. Jensen, John B., and Manoj K. Malhotra, "Group Technology Layout and Shop Floor Control Decision Frameworks," **Proceedings of the 27th Annual Decision Sciences Institute Meeting**, Orlando, 1996, pp. 1285-1287.

8. Kher, Hemant V., Manoj K. Malhotra, Patrick R. Philipoom, and Timothy D. Fry, "Acquiring Worker Flexibility in the Presence of Learning and Forgetting Effects," **Proceedings of the 27th Annual DSI Meeting**, Orlando, 1996, pp. 1790-1792.
9. Steele, Daniel C., Patrick R. Philipoom, Manoj K. Malhotra, and Timothy D. Fry, "Drum-Buffer-Rope: Testing An Alternative to Material Requirements Planning." **Proceedings of the 27th Annual Decision Sciences Institute Meeting**, Orlando, 1996, pp. 1196-1198.
10. Jensen, John B., Manoj K. Malhotra, and Patrick R. Philipoom, "Family-Based Scheduling of Job Shops," **Proceedings of the 26th Annual Decision Sciences Institute Meeting**, Boston, 1995, pp. 1251-1253.
11. Jensen, John, Patrick R. Philipoom, and Manoj K. Malhotra, "Commensurate Customer Priorities and Scheduling Rules in Job Shops." **Proceedings of the 25th Annual Decision Sciences Institute Meeting**, Hawaii, 1994, pp. 1710-1712.
12. Kher, Hemant V., and Manoj K. Malhotra, "Worker Flexibility in Presence of Transfer Delays." **Proceedings of the 25th Annual Decision Sciences Institute Meeting**, Hawaii, 1994, pp. 1820-1822.
13. Steele, Daniel C., and Manoj K. Malhotra, "Operating Characteristics of Period Batch Control." **Proceedings of the 25th Annual Decision Sciences Institute Meeting**, Hawaii, 1994, pp. 1699-1701.
14. Philipoom, Patrick R., Manoj K. Malhotra, and John B. Jensen, "Capacity Oriented Order Review and Release Procedures in Job Shops," **Proceedings of the 24th Annual Decision Sciences Institute Meeting**, 1993, Washington D.C., pp. 1369-1371.
15. Malhotra, Manoj K., Patrick R. Philipoom, and John B. Jensen, "The Coordination of Non-Commensurable Customer Priorities in Job Shops," **Proceedings of the 24th Annual Decision Sciences Institute Meeting**, 1993, Washington D.C., pp. 1423-1425
16. Malhotra, Manoj K., Timothy D. Fry, Hemant V. Kher, and Joan M. Donohue, "Acquisition of Worker Flexibility in Dual Resource Constrained Job Shops," **Proceedings of the 23rd Annual Decision Sciences Institute Meeting**, 1992, San Francisco.
17. Malhotra, Manoj K., Daniel C. Steele, and Varun Grover, "Identifying Important Manufacturing Issues," **Proceedings of the 23rd Annual Decision Sciences Institute Meeting**, 1992, San Francisco.
18. Fry, Timothy D., Manoj K. Malhotra, Patrick R. Philipoom, and Daniel C. Steele, "Comparison Between Materials Requirements Planning (MRP) and Drum Buffer Rope (DBR) Systems," **Proceedings of the 22nd Annual Decision Sciences Institute Meeting**, 1991, Miami, pp. 1495-1497.

19. Malhotra, Manoj K., Larry P. Ritzman, W. C. Benton, and G. Keong Leong, "A Mathematical Programming Model for Scheduling Postal Distribution Employees," **Proceedings of the 21st Annual DSI Meeting**, 1990, San Diego, pp. 1820-1822.

Unpublished Papers/Presentations

1. **POMS International Meeting, 2008, Tokyo**, "Staffing Models for Managing Uncertainty in Remanufacturing" (with Mike Galbreth and Pat Philipoom).
2. **ICOSCM International Conference, 2008, Taipei**, "Impact of Collaboration Readiness on Supply Chain Integration on a Firm's Operational Performance" (with Khawaja Saeed and Jayanth Jayaram).
3. **Annual POMS Meeting, 2008, San Diego**, "Knowledge Outsourcing and Process Transformation: Lessons from the Indian Industry" (with Sanjay Ahire and Subhash Sharma).
4. **Annual Decision Sciences Institute Meeting, 2007, Phoenix, Arizona**, "Examining the Measurement Invariance of Manufacturing Flexibility Scales Across Groups Using Generalizability Theory" (with Subhash Sharma)
5. **Annual Decision Sciences Institute Meeting, 2007, Phoenix, Arizona**, "Process - Supply Chain Linkage Framework for Teaching Operations Management" (with Lee Krajewski and Larry Ritzman)
6. Manoj K. Malhotra and Larry P. Ritzman, Presentation, "An Empirical Investigation of Factors Related to Achieved Labor Productivity," **30th Joint National Meeting of the Operations Research Society of America and The Institute of Management Science (ORSA/TIMS), October 1990.**
7. Manoj K. Malhotra and Larry P. Ritzman, Presentation, "Resource Flexibility in Multistage Production Systems," **26th Joint National Meeting of ORSA/TIMS, Denver, October 1988.**

Invited Presentations/Seminars at Universities

1. China Europe International Business School (CEIBS), Shanghai
2. Chinese University of Hong Kong
3. Korea University Business School
4. Michigan State University
5. Texas A&M University
6. The Ohio State University
7. Syracuse University
8. University of Delaware
9. University of Western Ontario (Ivey)

Ph.D. Dissertation Committees (Chair or Co-Chair)

1. Carol Robinson (Chair), 2012, "Lean Practices and the Environment: Antecedents and Performance Drivers"
2. Sam Formsby (Chair), 2011, "Towards Developing a Theory of Failure Causality in Operations Management"
3. Alan Mackelprang (Chair), 2011, "Beyond Firm Boundaries: Exploring the Interdependence Between Supply Chain Partners"
4. Joshua Davis (Co-Chair), 2009, "Toward a Unified View of Personality and IT Traits: A Hierarchical Theory Perspective"
5. Khawaja Saeed (Co-Chair), 2004, "Organizational and Information Technology Antecedents to Supply Chain Integration and its Relationship with Firm Performance"
6. Lori Koste (Chair), 1999, "Measurement of Manufacturing Flexibility and its Implications for Supply Chain Management".
7. Michelle L. Heine (Co-Chair), 1999, "An Empirical Study of Technology Effectiveness in Manufacturing Firms".
8. Karen Papke-Shields (Co-Chair), 1997, "Strategic Manufacturing Planning: Examining the Relationship between Planning System Design, Manufacturing Context, and Planning Effectiveness".
9. Hemant V. Kher (Co-Chair), 1994, "Strategic Workforce Management in Dual Resource Constrained Job Shops Under Conditions of Worker Learning and Forgetting"
10. John B. Jensen (Co-Chair), 1994, "An Investigation of Environmental Factors Affecting Successful Implementation of Group Technology"

Ph.D. Dissertation Committees

1. Gregory Russell (Committee member), 1994, "Analysis of Master Scheduling and Order Review/ Release Mechanisms in Drum-Buffer-Rope Manufacturing Planning and Control Systems".
2. Scott R. Hedin (Committee member), 1993, "Development of Shop Floor Control and Tool Loading Policies for a General Flexible Manufacturing System."

Professional Associations

Decision Sciences Institute (DSI)
The Institute of Management Sciences (INFORMS)
Production & Operations Management Society (POMS)