

ROGER WILLIAM SCHMENNER

Personal Facts

Birth: May 3, 1947 in Baltimore, Maryland
Married to Barbara Driscoll Schmenner. Two sons: William and Andrew

Education

A.B. Magna cum laude in economics, Princeton University (June 1969)
M.Phil. in economics, Yale University (December 1971)
Ph.D. in economics, Yale University (March 1973)

Dissertation: "City Taxes and Industry Location" under Professors John R. Meyer (chairman) and Guy H. Orcutt. Completed December 1972.
Orals Fields: Urban economics, industrial organization

Academic Appointments

January 2011-July 2012, Visiting Academic, Operations Management, Judge Business School, University of Cambridge (Cambridge, United Kingdom); July 2012 – present, Fellow of the Judge Business School and its Centre for Process Excellence and Innovation

January 2011 – present, Professor Emeritus of Operations Management, Indiana University Kelley School of Business

August 2007 – July, 2010, Chief of Staff, Office of the Chancellor, IUPUI campus, Indiana University. Also, from November 2007 – June 2008, Acting Vice Chancellor for Administration and Finance

August 2007 – December 2010, the Randall L. Tobias Chair

August 1998 – August 2007, Associate Dean – Indianapolis Programs

July 1998 – August 2007, Richard M. and Myra Louise Buskirk Professor of Manufacturing Management, Kelley School of Business, Indiana University

January 2002 – June 2003, Visiting Professor, IMD (Lausanne, Switzerland)

August 1995 – August 1998, Operations and Decision Technologies Department Chairman

August 1994 – September 2002; Co-Director, Center for International Business Education & Research, responsible for grant renewals in 1995, 1998, and 2002

January 1992 - June 1993, Visiting Professor, IMD (Lausanne, Switzerland)

April 1990 – June 1998, Professor of Operations Management, Kelley School of Business, Indiana University; Federal Express Faculty Fellow, 1997- 1998

August 1986 - June 1987, Visiting Professor, IMEDE (now IMD, Lausanne, Switzerland)

August 1986 - April 1990, Associate Professor, School of Business, Indiana University

September 1980 - August 1986, Associate Professor, Fuqua School of Business, Duke University; MBA Program Director: July 1982 - June 1985

July 1978 - August 1980, Research Associate, Harvard-MIT Joint Center for Urban Studies

September 1974 - June 1978, Assistant Professor, Harvard Business School

January 1973 - August 1974, Research Associate and Lecturer, Institution for Social and Policy Studies and Department of Economics, Yale University

Honors and Awards

1973 National Tax Association Dissertation Awards - Honorable Mention

Outstanding Faculty Award, voted twice, once by the MBA Class of 1982 and once by the MBA Class of 1985, Fuqua School of Business, Duke University

Outstanding Faculty Teaching Award, MBA Program (Five awards given each year. All teaching in Indianapolis except for Fall 1998 course taught in Bloomington), Indiana University Kelley School of Business, 1988-89, 1990-91, 1991-92, 1993-94, 1994-95, 1995-96, 1996-97, 1997-98, 1998-99 (Indianapolis and Bloomington), 1999-2000, 2000-01, 2001-02, 2003-04, 2009-10

Lilly Alumni Teaching Excellence Award (One winner each in Indianapolis and Bloomington) — 1991, 1996, 1998, 1999 (Bloomington), 2001, 2010

Kelley Direct Teaching Excellence Award – 2003 (inaugural award)

Max Barney Executive Education Teaching Award — 1996

Second place, European Case Clearing House Case Writing Competition, 1995

President, Production and Operations Management Society (POMS), 1997.

Judge, National Association of Manufacturers Awards for Workforce Excellence, 1997- 2001; one of 6 judges.

Fellow, Production and Operations Management Society (POMS), 2004.

Outstanding Paper Award for the *International Journal of Operations and Production Management*, 2008 (for a paper appearing in the journal during 2007).

Teaching

Courses Taught: Production/Operations Management
 Manufacturing Strategy
 Service Operations Management
 Project Management: New Product Development
 International Business

Groups Taught: MBA, Executive MBA, Executives, Undergraduates

University-Sponsored Executive Programs Led:

Strategic Production Management, Fuqua School of Business, Duke, 1982-4

Indiana Manufacturing Excellence Roundtable, Chairman, 1989-1991, 1993-1995

Whirlpool Breakthrough Performance, 1995-98

IMD programs led, 2002-03: Bottom Line Booster, KPMG, Nestlé Rive-Reine

Research and Publications

I. Books

A. Books Authored

Making Business Location Decisions, Prentice-Hall, Inc. (Englewood Cliffs, NJ: 1982), 268 pages.

Production/Operations Management: From the Inside Out, Macmillan (New York) and before it, Science Research Associates. There have been 5 editions: 1981, 422 pages; 1984, 596 pages; 1987, 742 pages; 1990, 797 pages; and 1993, 825 pages. An Italian language edition, entitled Produzione: Scelte Strategiche e Gestione Operativa, published by Edizioni del Sole 24 Ore, Milano, appeared in 1987.

Plant and Service Tours in Production/Operations Management, 5th Edition, Prentice-Hall (Englewood Cliffs, NJ: 1998). This book is derived from the above textbook.

Service Operations Management, Prentice-Hall (Englewood Cliffs, NJ: 1995), 406 pages.

Getting and Staying Productive: Applying Swift, Even Flow to Practice, Cambridge University Press, (Cambridge, UK: 2012), 281 pages.

Process Theory: The Principles of Operations Management, with Matthias Holweg, Jane Davies, Arnoud De Meyer, and Benn Lawson, Oxford University Press (Oxford, UK: 2018), 254 pages.

B. Book Edited

Cases in Production/Operations Management, Science Research Associates, (Chicago: 1986), 385 pages. Contributed 4 of the 29 cases in this casebook.

II. Journal Articles

"The Determination of Municipal Employee Wages," Review of Economics and Statistics (Harvard University), February 1973, pp. 83-90.

"The Density Gradient for Manufacturing Industry," with Peter Kemper, Journal of Urban Economics (Academic Press), October 1974, pp. 410-27.

"Property Tax Exemption and Public Policy," with John M. Quigley, Public Policy (Harvard University), Summer 1975, pp. 83-90.

"The Demand for Urban Bus Transit: A Route-by-Route Analysis," Journal of Transport Economics and Policy (London School of Economics), January 1976, pp. 68-86.

"Before You Build a Big Factory", Harvard Business Review, July-August 1976, pp. 100-4.

"Bus Subsidies: The Case for Route-by-Route Bidding in Connecticut", Policy Analysis (University of California, Berkeley), Summer 1976, pp. 409-30.

"Urban Industrial Location: An Evolutionary Model," Journal of Regional Science (University of Pennsylvania), August 1977, pp. 179-94.

"How Should You Organize Manufacturing," with Robert H. Hayes, Harvard Business Review, January-February 1978, pp. 105-18. Reprinted in Survival Strategies for American Industry, John Wiley & Sons (New York: 1983) and in David A. Garvin (ed.), Operations Strategy: Text and Cases, Prentice-Hall (Englewood Cliffs, NJ, 1992).

"Look Beyond the Obvious in Plant Location," Harvard Business Review, January/February 1979, pp. 126-32. Reprinted in Survival Strategies for American Industry, John Wiley & Sons (New York: 1983).

"Choosing New Industrial Capacity: On-Site Expansion, Branching, and Relocation," Quarterly Journal of Economics (Harvard University), August 1980, pp. 103-19.

"Production/Operations Management: Agenda for the '80s," with Jeffery Miller, Margaret Graham and 4 others, Decision Sciences (Decision Sciences Institute), October 1981, pp. 547-71.

"The Rent Gradient for Manufacturing," Journal of Urban Economics (Academic Press), January 1981, pp. 90-6.

"Multiplant Manufacturing Strategies Among the Fortune 500," Journal of Operations Management (APICS), Winter 1982, pp. 77-86.

"Every Factory Has A Life Cycle," Harvard Business Review, March-April 1983, pp. 121-9. Reprinted in Best of Business magazine, Fall 1983.

"How Can Service Businesses Survive and Prosper?," Sloan Management Review (MIT), Spring 1986, pp. 21-32. Reprinted in both editions of Christopher H. Lovelock (ed.), Managing Services: Marketing, Operations, and Human Resources, Prentice-Hall (Englewood Cliffs, NJ) 1988, pp. 25-36 and 1992, pp. 31-42.

"Explaining Productivity Differences in North Carolina Factories," with Randall Cook, Journal of Operations Management (APICS), May 1985, pp. 273-89.

"Geographic Differences and the Location of New Manufacturing Facilities," with Joel Huber and Randall Cook, Journal of Urban Economics (Academic Press), January 1987, pp. 83-104.

"The Merit of Making Things Fast". Sloan Management Review (MIT), Vol. 30, No. 1 (Fall 1988), pp. 11-17. A shorter version of this paper appeared in IMEDE's Perspectives for Managers series, No. 6, 1987, and was reprinted in Spain in Expansion (April 1988) as "Productividad: rock alrededor de reloj". It was also reprinted in the Advanced Management Report (Vol. 8, No. 2) under a different title, "When Slower is Faster".

"Behind Labor Productivity Gains in the Factory". Journal of Manufacturing and Operations Management (Elsevier), Winter, 1988 (Vol. 1, No. 4), pp. 323-338.

"Escaping the Black Holes of Cost Accounting", Business Horizons (Indiana University School of Business), January/February 1988, pp. 66-72. A shorter version was published in IMEDE's

Perspectives For Managers series (No. 3, 1987) and reprinted in Strategic Direction (a British publication, September 1987). It appeared in German translation in Blick durch die Wirtschaft, a publication of Frankfurter Allgemeine Zeitung (March 30, 1987), as "Die 'schwarzen Löcher' der Kostenrechnung". The Dutch translation, "De witte vlekken in de kostencalculatie" appeared in Tijdschrift Financieel Management in Issue 4, 1988. A summary of the article was also published in London's Financial Times (July 1, 1987).

"An International Comparison of Factory Productivity", with Rho, Boo Ho, International Journal of Operations and Production Management (MCB University Press), Vol. 10, no. 4 (1990), pp. 16-31.

"Pan-European Manufacturing: The Yellow Brick Road to 1992", with Robert S. Collins and D. Clay Whybark, Business Horizons (Indiana University School of Business), Vol. 33, no. 3 (May-June 1990), pp. 15-22. Reprinted in Annual Editions: International Business. 1992/93 (Dushkin Publishing: Guilford CT). Also published in the European Business Journal (Oxford and Pergamon Press), Vol. 1, No. 4 (1989), pp. 43-51 as "Pan-European Manufacturing: The Road to 1992". A shorter version of this paper, entitled "Pan-European Manufacturing: Highways and Byways to 1992", appeared in IMEDE's Perspectives for Managers series, September 1988. That version was published in digest format in both Strategic Direction (January 1989) and Technology Strategies (January 1989), by Strategic Direction Publishers, Ltd., Zurich.

"International Factory Productivity Gains", Journal of Operations Management (Elsevier), April 1991 (Vol.10, No. 2), pp. 229-254.

"Collapsing New Product Development Times: Six Case Studies", with Vincent A. Mabert and John F. Muth, Journal of Product Innovation Management (Product Development and Management Association), September 1992 (Vol. 9, No. 3), pp. 200-212.

"So You Want to Lower Costs?", Business Horizons (Indiana University School of Business), July/August 1992, pp. 24-28. Summarized, in Dutch, in Elan (December 1992), p.32. Reprinted in R.M.S. Wilson (ed.). Management Accounting (Volume II) which is part of *The International Library of Management* (Aldershot, England: 1997)

"Cellular Manufacturing and Plant Administration: Some Initial Evidence", with Richard J. Magjuka, Labor Studies Journal (Rutgers), Summer 1992 (Vol. 17, No. 2), pp. 44-63.

"Achieving Rigid Flexibility: Factory Focus for the 1990s", with Robert S. Collins, European Management Journal (Oxford and Pergamon Press), Vol. 11, No. 4 (October 1993), pp. 443-47. A shorter version was first published as "The Quest for Rigid Flexibility: Factory Focus for the 1990s", IMD Perspectives for Managers (No. 1, 1993). This version was translated into Danish by Ledelse I Dag (No. 12, December 1993) and appeared as "Fabriksfokus i 90'erne". It was also translated into Spanish and published as "Flexibilidad rigida: El enfoque de la fabrica en los noventa" by Oficina Eficiente, Bogota Colombia. A summary of the article appeared in Technology Strategies, June 1993, Strategic Direction Publishers, Ltd., Zurich, pp. 4-6. Reprinted and slightly changed, with the addition of Carlos Cordon as co-author, in "Mastering Management", Part 5, published by the Financial Times, London, November 24, 1995, as "Rigid Flexibility and Factory Focus: Modern Manufacturers Must Produce at Low Cost, Deliver Rapidly and Frequently, and Be Responsive to Customer Demands - How?" and in the book, Mastering Management, Financial Times, 1997, pp. 311-6. Also reprinted in Handelsblatt (Dusseldorf) on October 24, 1997 as "Damit alles wie am Schnürchen klappt".

"Cellular Manufacturing, Group Technology, and Human Resource Management: An International Study, with Richard J. Magjuka, International Journal of Management, Vol. 10, No. 4 (December 1993), pp. 405-412.

"Service Firm Location Decisions: Some Midwestern Evidence", International Journal of Service Industry Management (MCB University Press, UK), Vol. 5, No. 3, 1994, pp. 35-56. A shorter version of this paper, "Service Firm Location Decisions", appears in Robert Johnston and Nigel D.C. Slack (eds.), Service Superiority: The Design and Delivery of Effective Service Operations, Operations Management Association, UK (Warwick, UK: 1993), pp. 97-102.

"Performance Measures: Gaps, False Alarms, and the 'Usual Suspects'", with Thomas Vollmann, International Journal of Operations & Production Management (MCB University Press, UK), Vol.14, Issue 12 (1994), pp. 58-69. Reprinted in "Mastering Management", Part 3, published by the *Financial Times*, London, 1995, and in the book, Mastering Management, Financial Times, 1997, pp. 302-6.

"'Slash and Burn' Doesn't Kill Weeds: Other Ways to Downsize the Manufacturing Operation", with Charles Lackey, Business Horizons, (Indiana University School of Business), July-August 1994, pp. 80-87.

"Taking Manufacturing Advantage of Europe's Single Market", with Robert S. Collins, European Management Journal (Oxford & Pergamon), Vol 13, No. 3 (July 1995), pp. 257-268. Translated into Portugese as "Bem-vindo à região Europa" in Executive Digest, September 1995. Published in "Mastering Management", Part 13, by the *Financial Times*, London, as "Pan-Regional Manufacturing: the Lessons from Europe" and reprinted for the book, Mastering Management, *Financial Times*, 1997, pp. 336-41. Also reprinted in Polish in Puls Biznesu as "Szytywna elastycznosc I centrum fabryki" in December 1997, and in German in Handelsblatt (Dusseldorf) as "Regionale Strategien sind überholt" on April 3, 1998. Excerpted as "Lessons from the Single Market" for European Quality, Vol. 2, No. 4, 1995, pp. 32-35.

"Assessing the Roller Coaster of Downsizing", with Vincent A. Mabert, Business Horizons, (Indiana University School of Business), July-August 1997, pp. 45-53.

"The Erosion in European Manufacturing", Production and Operations Management, (Production and Operations Management Society), Vol. 6, No. 2, Summer 1997, pp. 110-113.

A Comment on Kim Clark's "Competing Through Manufacturing and the New Manufacturing Paradigm: Is Manufacturing Strategy Passé?", Production and Operations Management, (Production and Operations Management Society), Vol. 6, No. 4, Winter 1997, pp. 353-356.

"On Theory in Operations Management", with Morgan L. Swink, Journal of Operations Management (Elsevier), Vol. 17, No. 1 (December 1998), pp. 97-113. Reprinted in M. A. Lewis and N. Slack (eds.), Operations Management: Critical Perspectives on Business and Management, Routledge (London: 2003).

"Supply Chains, ERP, and the Evolution of Process", Business Horizons, (Kelley School of Business, Indiana University), May-June 1998, pp. 3-4.

"An Evaluation of Routing and Volume-based Storage Policies in an Order Picking Operation", with Charles G. Petersen II, Decision Sciences (Decision Sciences Institute), Vol. 30, No. 2, Spring 1999, pp. 481-501.

“Throughput Time Reduction: ‘Taking One’s Medicine’”, with J. D. Blocher and R. W. Garrett, Production and Operations Management (Production and Operations Management Society), Vol. 8, No.4, Winter 1999, pp. 357-373.

“Looking Ahead by Looking Back: Swift, Even Flow in the History of Manufacturing”, Production and Operations Management. (Production and Operations Management Society), Vol. 10, No. 1, Spring 2001, pp.87-96. Reprinted in M. A. Lewis and N. Slack (eds.), Operations Management: Critical Perspectives on Business and Management, Routledge (London: 2003). A shorter version of this paper, intended for a managerial audience, was published as “Looking Ahead by Looking Back: The Power of Swift, Even Flow” in IMD’s Perspectives for Managers series, No. 89, May 2002.

“History of Technology, Manufacturing, and the Industrial Revolution: A Rejoinder”, Production and Operations Management. (Production and Operations Management Society), Vol. 10, No. 1, Spring 2001, pp.103-106. Reprinted in M. A. Lewis and N. Slack (eds.), Operations Management: Critical Perspectives on Business and Management, Routledge (London: 2003).

“Economics and Operations Management: Towards a Theory of Endogenous Production Speed”, with Philip T. Powell, Managerial and Decision Economics, Vol. 23, No. 6, November 2002, pp. 331-42.

“Service Businesses and Productivity”, Decision Sciences (Decision Sciences Institute), Vol. 35, No. 3, Summer 2004, pp. 333-347.

“Manufacturing Process Flexibility Revisited”, with Mohan Tatikonda, International Journal of Operations and Production Management (Emerald Group Publishing), Vol. 25, no. 12 (2005), pp. 1183-1189.

“Revisiting the Theory of Production Competence: Extensions and Cross-Validations”, with Gyula Vastag, Journal of Operations Management (Elsevier), Vol. 24, No. 6 (December 2006), pp. 893-909.

“Understanding Persistently Variable Performance in Plants”, with Robert S. Collins, International Journal of Operations and Production Management (Emerald Group Publishing), Vol. 27, No. 3 (March 2007), pp. 254-281. This paper won the Outstanding Paper Award for 2007 for the IJOPM.

“Manufacturing, Service, and their Integration: Some History and Theory”, International Journal of Operations and Production Management (Emerald Group Publishing), Vol. 29, No. 5 (May 2009), pp. 431-443.

“Too Much Theory, Not Enough Understanding”, Journal of Operations Management, (Elsevier), Vol. 27, No. 5. (October 2009) pp. 339-343.

“Overhead and Overlooked”, Operations Management Research, (Springer), Vol. 5, No. 3-4 (December 2012), pp. 87-90.

“Making a Meaningful Contribution to Theory”, with H. Boer, M. Holweg, M. Kilduff, M. Pagel, and C. Voss, International Journal of Operations and Production Management (Emerald Group Publishing), Vol. 35, No. 9,(September 2015), pp.1231-1252 .

“The Pursuit of Productivity”, Production and Operations Management. (Production and Operations

Management Society), Vol. 24, No. 2 (February 2015), pp. 341-50. Published online in April 2014. Article profiled in *Leader to Leader* magazine, Summer 2015, under the title of "Productivity and the Concept of Swift, Even Flow", pp. 68-9.

III. Book Chapters and Other Publications

"Municipal Income Taxation," with Christopher Gadsden, in J.R. Meyer and J.M. Quigley (eds.), Local Public Finance and the Fiscal Squeeze, Ballinger Publishing Co. (Cambridge, MA: 1977), pp. 69-98.

"Police Services - Their Costs and Financing," with Peter Kemper, in J.R. Meyer and J.M. Quigley (eds.), Local Public Finance and the Fiscal Squeeze, Ballinger Publishing Co. (Cambridge, MA: 1977), pp. 143-86.

"Industrial Location and Urban Public Management," Chapter 15 (pp. 446-68) in Arthur P. Solomon (ed.), The Prospective City, MIT Press (Cambridge, MA: 1980).

"How Corporations Select Communities for New Plants," in J.J. Siegfried (ed.), Firm Size, Market Structure, and Social Performance, Federal Trade Commission, 1980, pp. 182-201.

"Energy and the Location of Industry," Chapter 6 (pp. 188-225) in Anthony Downs and Katherine L. Bradbury (eds.), Energy Costs, Urban Development and Housing, The Brookings Institution, (Washington, DC: 1984).

"Aspects of Industrial Plant Openings and Closings," Chapter 5 (pp. 191-218) in B. Bock et al. (eds.), The Impact of the Modern Corporation, Columbia University Press (New York: 1984).

"Productivity in the Factory and Industrial Policy," Chapter 5 (pp. 54-9) in Harvey Goldstein (ed.), The State and Local Industrial Policy Question, APA Planners Press (Washington, DC: 1987).

"Geography and the Character and Performance of Factories", Chapter 12, pp. 241-253, in H.W. Herzog and A.M. Schlottmann (eds.), Industry Location and Public Policy, University of Tennessee Press, 1991.

"The Seven Deadly Sins of Manufacturing", Chapter 15 (pp. 227-303) in Patricia E. Moody (ed.), Strategic Manufacturing: Dynamic New Directions for the 1990s, Dow Jones-Irwin (Homewood, IL: 1990). Reprinted in Patricia E. Moody (ed.), Leading Manufacturing Excellence, John Wiley & Sons (New York: 1997) as Chapter 18 (pp. 317-340).

"Speed and Productivity", Chapter 4 (pp. 102-120) in Joseph D. Blackburn (ed.), Time-based Competition: The Next Battleground in Industrial Competition, Business One Irwin (Homewood, IL: 1991).

"Boosting Productivity: Ideas That Work -- Statistical Evidence on Factory Productivity Gains Through JIT/TQM and Other Initiatives", AME Research Report, Association for Manufacturing Excellence (Wheeling, IL: 1991).

"Single Location vs. Branch Location Services", in Robert Johnston and Nigel D.C. Slack (eds.), Service Superiority: The Design and Delivery of Effective Service Operations, Operations

Management Association, UK (Warwick, UK: 1993), pp. 103-108.

Foreword to Heritage Visitor Attractions: An Operations Management Perspective, Anna Leask and Ian Yeoman (eds.), Cassell (London: 1999).

“Bevezetés az esettanulmányok világába” (“Thoughts on Case Teaching”) in Vállalati Esettanulmányok (both 1. Kötet and 2. Kötet), edited by Szegedi Zoltán, Paul Marer, and Philippina Waisvisz, Aula Kiadó (Budapest, 1999), pp. 7-16.

“The Location Decisions of New Services”, Chapter 10 (pp. 216-238) in New Service Development: Creating Memorable Experiences, edited by James and Mona Fitzsimmons, Sage (Thousand Oaks, CA: 1999).

“Productivity in the Service Sector: The Role of Swift, Even Flow”, in POM Facing the New Millennium, edited by J.A.D. Machuca and T. Mandakovic, DEFDO (Seville, Spain: 2000), pp. 197-202.

“Supporting the Service Encounter”, IMD’s Perspectives for Managers series, No. 98, March 2003.

“Thoughts on Case Teaching in Management Education”, ECCHO (European Case Clearing House), a two-part article appearing in the Autumn 2002 and Summer 2003 issues (Nos. 29 & 30), pages 10-11 and 6-7. Reprinted in Case Folio: The ICFAI Journal of Management Case Studies (Hyderabad, India) in the April 2006, pp. 7-10, and May 2006, pp. 7-10 issues.

Book review of *Start-up Factories: High Performance Management, Job Quality, and Regional Advantage*, by P. Doeringer, C. Evans-Klock, and D. Terkla, Journal of Economic Literature, Vol. XLII, No. 1 (March 2004), pp. 209-210.

The Blackwell Encyclopedia of Management (2nd edition), Volume X - Operations Management, 2004, entries on productivity (pp. 230-234) and industry location (pp. 155-156).

“Because the Low-Hanging Fruit Keeps Growing Back”, editorial, International Journal of Operations and Production Management (Emerald Group Publishing), Vol. 25, No. 11 (2005), p. 1041.

“Dig in Our Heels, Look Like France”, solicited article, Indianapolis Star, Focus section, Sunday, April 16, 2006, pages F1, F5.

“Treating Patients Faster”, Financial Times, July 24, 2012. Reprinted in Wall Stuart and Minocha Sonal, International Business, 4th Edition, Pearson Education Ltd.

“Teaching as Theater”, invited article, Decision Sciences Journal of Innovative Education, Vol. 11, No. 3 (July, 2013), pp. 213-219.

“Productivity.” Wiley Encyclopedia of Management. 10:1–4, January 2015.

“Smoothly Pass the Parcel: Implementing the Theory of Swift, Even Flow”, with Wolfgang Garn and James Aitken, ResearchGate, 2020. 17 pages.

IV. Reports to Funding Agents

"Operating Subsidies for Buses: The Case of Connecticut," Report to the U.S. Department of Transportation, Program of University Research, August 1974. 148 pages.

"The Manufacturing Location Decision: Evidence from Cincinnati and New England." Report to the Economic Development Administration of the U.S. Department of Commerce and to the Division of Research, Harvard Business School, March 1978. 394 pages.

"The Location Decisions of Large, Multiplant Companies," Report to the Office of Policy Research and Development, U.S. Department of Housing and Urban Development, September 1980. 368 pages.

"Comparative Factory Productivity". Research report to the Research and Evaluation Division, Economic Development Administration, U.S. Department of Commerce, July 1986. 216 pages.

"An International Examination of Factory Productivity". Research project sponsored by IMEDE. Summary of Findings printed in June 1987. 23 pages.

"Service Sector Location Decision Making: Some Midwestern Evidence", Report to the Ameritech Fellows Program, Indiana University Regional Economic Development Institute, April 1990, 22 pages.

"Manufacturing Strategies and Western Europe". This is a report to the sponsoring companies of IMD's Manufacturing 2000 research project. July 1993. 47 pages.

Center for International Business Education and Research (CIBER), U.S. Department of Education, authored 3 grant renewals (1995, 1998, 2002), for a total of approximately \$3.3 M.

V. Cases

A. Cases Written

Florida Power and Light. Written in Winter 1974-5. 20 pages. HBS Case Services file.

Searle Medical Instruments Group (A). Written in Winter 1975. 21 pages. HBS Cases Services file.

Also in Sasser et al., Cases in Operations Management: Strategy and Structure, Richard D. Irwin, Inc. (Homewood, IL: 1982).

Searle Medical Instruments Group (B). Written in Winter 1975. 13 pages. HBS Case Services file.

Bay Area Test Instruments. Written in Summer 1975. 15 pages. HBS Case Services file. Also in Sasser et al., Cases in Operations Management: Strategy and Structure, Richard D. Irwin, Inc. (Homewood, IL: 1982).

Norcen Industries, Inc. Written in Summer 1976. 10 pages. HBS Case Services file.

Jung Products, Inc. Written in Winter 1976-7. 23 pages. HBS Case Services.

Keltron Corporation. Written in Summer 1977. 17 pages. HBS Case Services. Reprinted in V. Mabert (ed.), Cases in Manufacturing and Service Systems Management, Prentice-Hall, (Englewood Cliffs, NJ: 1990)

Dulaney Sound Systems. Written in Winter 1978. 13 pages. HBS Case Services file. Reprinted in Janice A. Klein (ed.), Revitalizing Manufacturing: Text and Cases, Richard D. Irwin, Inc. (Homewood, IL: 1990)

- Bethlehem Steel Corporation, Sparrows Point Plant. Written in Summer 1981. 23 pages.
- Mead CompuChem, The Ethernet Decision (A) and (B). Written in Summer 1982. 15 pages and 2 pages. Reprinted in Schmenner (ed.), Cases in Production/Operations Management, SRA (Chicago: 1986).
- Jones Meter Company. Written in Spring and Summer 1984. 15 pages. In Schmenner (ed.), Cases in Production/Operations Management, SRA (Chicago: 1986).
- International Plow. Written in Winter 1987. 17 pages. IMEDE case. Reprinted in D.C. Whybark (ed.), International Operations Management, BPI/Irwin, (Homewood, IL: 1989).
- Royal Clyde Biscuit Co., Ltd. Written in Winter 1987. 17 pages. IMEDE case. Reprinted in D.C. Whybark (ed.), International Operations Management, BPI/Irwin, (Homewood, IL: 1989). Also reprinted in V. Mabert (ed.), Cases in Manufacturing and Service Systems Management, Prentice-Hall, (Englewood Cliffs, NJ: 1990)
- Swiss Health Pharmaceuticals: Active Ingredients Manufacturing (A) and (B). Written in Winter 1987. 34 pages and 1 page. IMEDE case.
- Eli Lilly & Co.: The Beginning of a Journey in Manufacturing. Written in Winter 1988. 15 pages. HBS Case Services files. Reprinted in V. Mabert (ed.), Cases in Manufacturing and Service Systems Management, Prentice-Hall, (Englewood Cliffs, NJ: 1990)
- Desrochers, Inc. Written in Summer 1991. 13 pages.
- Stocker & Driscoll: Coping with Thames Valley Controls (A) & (B). Written in the Spring 1992. 12 pages and 2 pages. IMD case.
- DuPont: The Gemini Proposal. Written in the Summer 1992. 8 pages. IMD case.
- Omega: Autumn 1988. Written in the Summer 1992. 8 pages. IMD case. (2nd place winner of the 1995 European Case Clearing House Case Writing Competition).
- Neste Chemicals, Polyolefins Group. Written in the Spring 1993. 13 pages. IMD case.
- USA Services: Loan Disbursement Services. Written in the Spring 1994. 14 pages.
- Detroit Motor Company: The Employee Involvement Challenge. Written in the Spring 1995. 8 pages.
- MJ Baskets. Winter 2002. 1 page. IMD case.
- Stewart Instruments Ltd. (Revised). Winter 2002. 15 pages. IMD case. Responsible for the revision.
- ICI-Nobel Explosives Company (Abridged). Winter 2002. 16 pages. IMD case. Responsible for abridgement.
- Duvall Industrial Company. Winter 2002. 4 pages. IMD case.
- Thoughts on Case Teaching. Spring 2002. 11 pages. IMD Technical note.
- BT Wholesale: The Six Sigma Meeting. Spring 2002. 20 pages. IMD case.
- Fife Fabrications, Ltd. Autumn 2002. 13 pages. IMD case.
- Leupin SA. Autumn, 2002. 10 pages. IMD case.
- FinishMaster, Inc. – Summer 2004. Autumn 2004, 12 pages. Kelley School of Business case.
- FinishMaster, Inc. – Summer 2005. Autumn 2005, 8 pages. Kelley School of Business case.
- Biomet Orthopedics. Autumn 2010, 14 pages. Kelley School of Business case.

B. Cases Supervised That Have Been Published

- Chandler Trust Company. Spring 1982. 21 pages. In Schmenner (ed.), Cases in Production/Operations Management, SRA (Chicago: 1986). Also reprinted in C.H. Lovelock (ed.), Managing Services: Marketing, Operations, and Human Resources, Prentice-Hall (Englewood Cliffs, NJ: 1988), pp. 25-36.
- Spirit Bottling Company. Spring 1983. 17 pages. In Schmenner (ed.), Cases in Production/Operations Management, SRA (Chicago: 1986).
- Sulfadyne Corporation: Facilities Delivery Group. Summer 1991. 19 pages. In Schmenner, Service Operations Management, Prentice-Hall (Englewood Cliffs, NJ: 1995).

Editorial Board Memberships Held Before Retirement

Journal of Operations Management (Associate Editor)
 International Journal of Operations and Production Management (American Editor)
 Production and Operations Management (Senior Editor)

Consulting and Corporate Teaching Experience:

City of New Haven, 1970; State of Connecticut, 1972; Urban Institute, 1971-2; Digital Equipment, 1975-80; G.D. Searle, 1975; American Standard, 1977-8; Mars, 1977, 1989; Rockwell International, 1977; General Electric, 1978; U.S. Army Corps of Engineers, 1978; Data Products, 1978; Arthur Andersen, 1977-2001; SCM, 1977-9, 1984; Warner and Swasey, 1979; Motor Wheel, 1979; State of Pennsylvania, 1979; Booz, Allen, and Hamilton, 1979; Molex, 1980; A.T. Kearney, 1980; Richardson Merrell, 1980; Dun and Bradstreet, 1980, 1985; Siemens, 1980-1; Firestone, 1980-2; Siecor, 1981-2; Team Four, 1981; TRW, 1982; Liggett and Myers, 1982; Sangamo Weston, 1982; IBM, 1982; City of New York, 1983; American Planning Association, 1983; AT&T Technologies, 1984; Conrail, 1984; Petroleum Equipment Suppliers Association, 1984; Eaton, 1984-5; Motorola, 1984, 1988-91; Union Pacific, 1984; Johnson & Johnson, 1985; Pharmaceutical Manufacturers Association, 1985; Sonoco Products, 1986, 1988; Northern Telecom, 1986-87; Anheuser-Busch, 1986; Corning Glass - Europe, 1986; Tocqueville Asset Management, 1986-87; Ford of Europe, 1987; Rowntree Mackintosh, 1987; Centerior Energy, 1987-89; Square D, 1987-90; Institute for Management Studies, 1988; Ashland Oil, 1988, 1990, 1994, 1996-8; Eli Lilly, 1988-89; Wood-Mizer, 1988-89; Allia, 1988; Ford, 1989-90; 3M, 1989; Kodak, 1989-91; Marathon Oil, 1990-91, 1996-97; Armstrong World Industries, 1990; Maplehurst, 1991; Coates Lorilleux, 1992; SIS Holding AG, 1992; Kone, 1992; Nokia, 1992; Ciba-Geigy, 1993-97; Uponor, 1993-94, 1996, 1998, 2000; Engledow, 1993, 1996; Borealis, 1994; USA GROUP, 1994-2000; Lockheed, 1994-95; GKN, 1994, 1996; Bodine Electric, 1994-98; Revlon, 1995; Federal Home Loan Bank of Indianapolis, 1995; Conseco, 1995, 1998; Iri Management, 1995, 1996; Bayer, 1995; Whirlpool, 1995-99; Katz, Sapper, and Miller, 1996; Ingersoll-Rand, 1996; Paradox Network of Huntington, 1996; Anthem, 1996; Rolls-Royce, 1997-2001, 2003-2005; Union Planters Bank and then Regions Bank, 1999-2001, 2003-present; Roth & Turner Construction & Paul I. Cripe, 1999-2000; US Olympic Committee, 2001; E.ON, 2002; KPMG, 2002; SGS, 2002; ABN-AMRO, 2002; Coca-Cola HBC, 2002-03; Velux, 2002-03; Unaxis, 2003; Ernst & Young – Netherlands, 2003; Umicore, 2004; Redcats USA, 2007; McCormick & Co., 2011, Aalborg University Executive Education, 2012; Chalmers University Executive Education, 2011-12; McKinney School of Law, 2017; Indiana Supreme Court, Office of Judicial Administration, 2021.

Also various economic development organizations (local and state), various federal government agencies, and assorted others.