

ARAVIND CHANDRASEKARAN

Fisher College of Business Distinguished Professor of Operations
Fisher College of Business, The Ohio State University
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ADMINISTRATIVE APPOINTMENTS & ACCOMPLISHMENTS

- **Associate Dean for Graduate Programs and Executive Education** (April 2021 – Present)
 - Oversees all graduate programs (12 Master’s program), Graduate Certificates, Micro-Credentials and Non-Degree Custom Executive Education Programs
 - Design Online WP MBA program and Micro-credential offerings
 - 100% Growth in student enrollments in Online Programs.
 - First Micro-Credential Launched on Fintech for Non-Degree Students
 - Re-imagined FT MBA Program to improve employment outcomes (2024)
 - Implemented 4 Stackable Certificates Leading to Online WP MBA Degree Programs
 - Launched New Online Program on Master’s in Supply Chain Management (MSCM)
 - Developed Multi-Cohort Programs with Tata and Mahindra (3000 managers & executives trained)
 - Oversees Office of Career Management (25% increase in FT MBA Salaries in 2 years)
 - Grew Exec Education by 100% in revenue in 3-years (Doubled enrollments in Certificate Programs)
 - Increased Diversity in Enrollments by 100% for Senior Leaders in Executive Offerings
- **Associate Dean for Executive Education** (August 2020 – April 2021)
 - Responsible for Executive Graduate Programs (EMBA, MBOE), Graduate Certificates and Non-Degree Custom Executive Education Programs
 - Online Executive Training Programs that trained over 1000 people during COVID-19 pandemic
 - New Certificate Offerings (Credit-Based) on IT Strategy
 - New Global Immersion Offering in Partnership with SPJIMR – India
- **Academic Director – MBOE** (July 2018 – August 2021)
 - Developed an integrated executive graduate degree offering in operational excellence combining leadership, problem solving and analytics
 - Grew the program enrollments and diversity of students enrolled in the program (Women and URM)

ACADEMIC APPOINTMENTS

Fisher College of Business, The Ohio State University	
Professor of Operations (with tenure)	June 2020 – present
Fisher College of Business Distinguished Professor	July 2021 – present
Associate Professor (with tenure)	June 2015 – May 2020
• FCOB Distinguished Faculty Award	2015 – 2018
Assistant Professor	July 2009 – May 2015
Courtesy Research Appointment	
Research Fellow - Mayo Clinic	Jan 2017 – Present

EDUCATION

Ph.D., Business Administration, University of Minnesota	June 2009
M.S., Industrial Engineering, University of Minnesota	June 2004
B.S., Mechanical Engineering, College of Engineering, Anna University India	April 2002

SELECTED HONORS AND AWARDS

- JOM Meritorious Service Award 2023
- Chan Hahn Best Paper Award (Academy of Management) 2021
- Illinois Strategic Organizations Initiative Research Award 2020
- Poets & Quants Best 40 Under 40 Professors 2017
- Outstanding Core Professor, WPMBA 2016
- Pace Setter Research Award 2015
- Carol J. Latta Award for Outstanding Early Career Scholar (awarded by DSI) 2013
- Winner of INFORMS – ISA Best Paper Award 2013
- Daniel Westerbeck Pace Setter Teaching Award 2013
- Chan-Hahn Best Paper Award Finalist 2013
- Outstanding Reviewer for Decision Sciences Journal 2012
- Outstanding Core Professor in WPMBA Program 2012
- Faculty Co-Author, Best Student Paper Award at Academy of Management 2011
- Elwood S. Buffa Best Dissertation (awarded by DSI) 2010
- Carlson School Dissertation Fellowship, University of Minnesota 2008
- First Recipient of Kristy O. Cua Award for Doctoral Student Excellence 2007
- Joseph M. Juran Fellow, Juran Center for Leadership in Quality 2007
- Carlson School of Management Teaching Award for Excellence in Teaching 2007
- Joseph M. Juran Doctoral Award 2006

RESEARCH INTERESTS

- Healthcare Operations
- Product and Process Innovation
- Operations Strategy
- Organizational Learning and Ambidexterity

h-index: 22 (Google) **i-10:** 31 (Google)

➤ **Peer Reviewed Research Articles: 43**

➤ **Articles in UT Dallas Research Journal List: 30 (POM-10, JOM – 16, MSOM-2, MS-1, ISR-1)**

➤ **Articles in Tier 1 Medical Journals: 7**

BOOKS PUBLISHED

- [1] [Handbook on Intervention-Based Research](#) (Aravind Chandrasekaran, Rogelio Oliva and Fabrizio Salvador) **Foundations and Trends in Technology, Information and Operations Management** (2023)
- [2] [Business Data Ethics: Emerging Models for Governing AI and Advanced Analytics](#) (Dennis Hirsch, Aravind Chandrasekaran, Srinivasan Parthasarathy, Tim Bartley and Piers Turners). **Springer Book Series** (2023)

JOURNAL PUBLICATIONS

- [1] Chandrasekaran, A., R. Oliva, B. Staats. 2024. Registered Reports in Operations Management: Lessons from an experimental Trial. *Forthcoming Journal of Operations Management*
- [2] Lowery, J., A. Chandrasekaran, A. Headings, A. Hyder, 2024. Toward Health Promotion and Prevention: Evidence from a food and health partnership model of care. *Forthcoming Journal of Operations Management*.
- [3] McKie, E., A. Chandrasekaran, S. Venkataraman. 2024. How do Curbside Feedback Tactics Impact Households' Recycling Performance? Evidence from Community Programs. *Forthcoming Production and Operations Management*
- [4] Anderson. E., A. Chandrasekaran. 2024. How to sustain healthcare process improvement in heterogenous teams? Evidence from a systems dynamics model. *Forthcoming Production and Operations Management*
- [5] Bendoly, E., A. Chandrasekaran, M. Lima, R. Handfield, S. Roscoe. 2023. The Role of Generative Design and Additive Manufacturing Capabilities in Developing Human-AI Symbiosis. *Forthcoming Decision Sciences*
- [6] Peng, X., Y. Ye, X. Ding, A. Chandrasekaran. 2023. The impact of nursing staffing on turnover and quality: An empirical examination of nursing care within hospital units. *Journal of Operations Management* 69(7) 1124-1152
- [7] Lan Y., A. Chandrasekaran, Gordia, D., D. Walker. 2022. Collaboration Structures in Integrated Healthcare Delivery Systems: An Exploratory Study of Accountable Care Organizations. *MSOM*, 24(3) 1796-1820
- [8] Pan, M., A. Chandrasekaran, J. Hill, M. Rungtusanatham. 2022. Multidisciplinary R&D Project Success in Small Firms: The Role of Multi-Project Status and Project Management Experience. **Production and Operations Management** 31(7) 2806-2821
- [9] Chu, Y., S. Harris, A. Chandrasekaran, K. Hill. 2022. Improving Care Transitions with Standardized Peer Mentoring: Evidence from Intervention-Based Research Using Randomized Control Trial. *Forthcoming at Journal of Operations Management* 68(2) 185-214.
- [10] Lan, Y., Gordia, D., Chandrasekaran. A., 2021. Ancillary Cost Implications of Physicians Multisiting and Inter-Organizational Collaboration during healthcare delivery. **Production and Operations Management** 31(2) 561-582
- [11] Ye, Y, D. Peng, D. Xing, A. Chandrasekaran 2022. Cost- Quality Tradeoff In Nurse Staffing: An Exploration of US Hospitals Facing Market Competition. **International Journal of Operations and Production Management**

- [12] Basole, R., E. Bendoly, A. Chandrasekaran, K. Linderman 2022. Visualization in Operations Management Research. **INFORMS Journal of Data Science**, Oct-Dec 2022 115-195.
- [13] Lampman, M., A. Chandrasekaran, Shah, N., Brenda M., Giblon R., M. Tumerman, B. Staats., P. Ward, D. Rushlow. 2021. Optimizing huddle engagement through leadership and problem solving within primary care: results from a cluster-randomized trial. **Journal of General Internal Medicine** 36, 2292-2299 (2021)
- [14] Anand, G., A. Chandrasekaran, L. Sharma. 2021. Sustainable Process Improvements: Evidence from Intervention-Based Research. **Journal of Operations Management** 67 (2) 212-236.
- [15] Lan, Y., B. Massimino, J. Gray, A. Chandrasekaran. 2020. The Effects of Product Development Network Position on Product Performance and Confidentiality Performance. **Journal of Operations Management** 66(7-8), 866-894.
- [16] Chandrasekaran, A., De Treville, S., Browning T., 2020. Intervention Based Research – What, Where and How to Use in Operations Management. **Journal of Operations Management**, 66(4) 370-378.
- [17] Madiedo, J.P., Chandrasekaran, A. and Salvador, F., 2020. Capturing the Benefits of Worker Specialization: Effects of Managerial and Organizational Task Experience. **Production and Operations Management**, 29(4), pp.973-994.
- [18] Sharma, L., Chandrasekaran, A. and Bendoly, E., 2020. Does the Office of Patient Experience Matter in Improving Delivery of Care? **Production and Operations Management**, 29(4), pp.833-855.
- [19] Choo, A.S., Chandrasekaran, A. and Chinaprayoon, C., 2020. The Role of Domestic and Foreign Knowledge Inflows on the Relationship between R&D Portfolio Mix and Innovation Outcomes: An Empirical Study of Manufacturing Firms in an Emerging Economy. **Decision Sciences**, 51(2), pp.349-394.
- [20] Kale, S., Chandrasekaran, A., Kullgren, J., Moline, T., Hritz, C., Russell, D. and Mortazavi, A., 2020. Impact of Team-Based Care Models: A Lean Six Sigma Strategy to Improve Palliative Team Effectiveness and Reduce 30-Day Readmissions. **Journal of Pain and Symptom Management**, 59(2), pp.510-511.
- [21] Chandrasekaran, A., J. Toussaint., 2019. Creating a culture of continuous improvement. **Harvard Business Review** 5(24), 2-5.
- [22] Chandrasekaran, A., Linderman, K., Sting, F., 2018. Avoiding epistemological silos and empirical elephants in OM: How to combine empirical and simulation methods? **Journal of Operations Management** 63 1-5.
- [23] Branda, M., Chandrasekaran, A., Tummerman, M., Ward P., Staats, B., Shah N., Lampman, M., Rushlow, D., 2018. Optimizing huddle engagement through leadership and problem solving within primary care: A study protocol for a cluster randomized trial. **Trials** 19(1) 536
- [24] Anderson, E., Chandrasekaran, A., Davis-Blake, A. Parker, G. 2018. Managing Distributed Product Development Projects: Integration Strategies for Language and Time-Zone Barriers. **Information Systems Research** 29 (1) 42-69.

- [25] Briggs, K., Sharma, L., Chandrasekaran, A., Finefrock D., 2018. The effect of a hybrid training program: Improving nursing communication skills and HCAHPS scores through a Field Experiment. **Journal of Nursing Management** 49(2), 51-53
- [26] Van Aken, J., Chandrasekaran, A., Halman, J. 2016. Conducting and Publishing Design Science Research: Inaugural essay of the design science department. **Journal of Operations Management**. 47-48, 1-8
- [27] Chandrasekaran, A., Anand, G., Sharma, L., Pesavento, T., Hauenstein, M., Moffatt-Bruce, S., 2016. The Role of In-Hospital Care Quality in Reducing Anxiety and Readmissions of Kidney Transplant Recipients. **Journal of Surgical Research** 205(1) 252-259.
- Featured Article for the Issue
- [28] Senot, C., Chandrasekaran, A. 2015. What has the highest impact on Readmissions Rates? **Harvard Business Review Digital Article** (A joint collaboration between HBR-NEJM)
- [29] Senot, C., Chandrasekaran, A., Ward, P., 2016. Pursuing Conformance and Experiential Quality during the Delivery of Healthcare: Evidence from Multiple-Case Studies in U.S. Hospitals. **Journal of Operations Management** 42-43 62-79.
- [30] Sharma, L., Chandrasekaran, A., Boyer, K., McDermott, C., 2016. The Impact of Health Information Technology Bundles on Performance: An Econometric Study. **Journal of Operations Management** 41(2016) 25-41.
- Winner of 2014 Academy of Management Best Student Paper Award
- [31] Chandrasekaran, A., Linderman, K., Sting, F., Benner, M. 2016, Managing R&D Project Shifts in High-Tech Organizations: Multi-Method Study. **Production and Operations Management** 25 (3): 390-416
- [32] Senot, C., Chandrasekaran, A., Ward, P. 2016. Combining Routines in Health Care Delivery: An Investigation of Hospitals' Performance Path. **Production and Operations Management** 25 (3): 458-476.
- Finalist of 2018 POMS Best Service Operations Paper
- [33] Senot, C., Chandrasekaran, A., Ward, P., Tucker, A., Moffat-Bruce, S 2016. The Impact of Combining Conformance Quality and Experiential Quality on Readmissions and Cost Performance. **Management Science** 62 (3): 829-848
- [34] Mishra, A., Chandrasekaran A., MacCormack, A., 2015. Collaboration in Multi-Partner R&D Projects: The Impact of Partnering Scale and Scope. **Journal of Operations Management** 33-34 (1-14)
- Lead article
- [35] Chandrasekaran, A., Linderman, K., Schroeder, R.G. 2015. The Role of Project and Organizational Context in Managing High-Tech R&D Projects. **Production and Operations Management** 24(4) 560-586.
- [36] Chandrasekaran, A., Linderman, K., 2015. Managing Knowledge Creation in High-Tech R&D Projects: A Multi-method Study. **Decision Sciences** 46(2), 267-300.
- [37] Salvador, F., Chandrasekaran, A., Sohail, T., 2014. Product Configuration, Ambidexterity and Firm Performance in the context of Industrial Equipment Manufacturing. **Journal of Operations Management**, 32(4) 138-153.
- Lead article

- [38] Chandrasekaran, A., Senot, C., Boyer, K. 2012. Process Management Impact on Clinical and Experiential Quality: Managing Tensions between Safe and Patient-Centered Healthcare. *Manufacturing and Service Operations Management*, 14(4) 548-566
- Winner of **INFORMS-ISA Best Paper Award** for the best industry studies publications among 848 articles published in all INFORMS journals during the year 2012.
- [39] Chandrasekaran, A. Mishra, A. 2012. Task Design, Team Context and Psychological Safety: An Empirical Analysis of R&D Projects in High Technology Organizations. *Production and Operations Management*, 21(6), 977-996
- Lead article
- [40] Chandrasekaran, A., Linderman, K., and Schroeder, R.G. 2012. Antecedents to Ambidexterity Competency in High Technology Organizations. *Journal of Operations Management*, 30(1-2) 134-151.
- [41] Linderman, K., Chandrasekaran, A., 2010. The Scholarly Exchange of Knowledge in Operations Management. *Journal of Operations Management*, 28(4), 357-366.
- [42] Shah, R., Chandrasekaran, A., Linderman, K., 2008. In pursuit of implementation patterns: The context of lean and Six Sigma. *International Journal of Production Research*, 46 (23), 6679-6699.
- [43] Gadkari, M., Chandrasekaran, A. 2012. The Emergency Department (ED) at the Burton Group of Hospitals - Application of Lean and Value Stream Mapping. *Operations Management Education Review* 6 59-78.

ARTICLES UNDER REVISIONS OR UNDER REVIEW

- [44] Examining the role of single versus dual decision-making approach for patient care (with Deepa Goradia) **Under Second Round Review**
- [45] Learning from High Work-Load Environments: An Empirical Study of Learning by Doing in Call-Centers (with Anand Nandkumar and Srikanth Kannan) **Under First Round Review**
- [46] A Million Small Experiment: An Examination of Hospital Responses to COVID-19 Pandemic (with Ken Boyer, Jane Iversen and Soh-Hyun Chu) **Under First Round Review**
- [47] The impact of virtual visit adoption on ambulatory care utilization and patient health outcomes (with Jane Iversen and Yingchao Lan) **Under Review at MSOM**
- [48] The role of access in improving prevention and healthcare costs (with Yingchao Lan) **Under Second Round Review**
- [49] Role of Middle Management on Administering Frontline Innovation in German Hospitals (with Felix Mosner and Fabian Sting) **Under Second Round Review**
- [50] Primary Care Regularity, Continuity, Race and Healthcare Outcomes (with Y. Lan and V. Ahuja) **Under First Round Review**

WORK IN PROGRESS (Completed working papers available)

- [51] Effect of Feedback on Improving Recycling Behaviors (with Erin McKie)
- [52] Effect of telemedicine adoption on regularity and continuity– A field experiment (with Jane Iversen)

[53] Role of Virtual Visits on Provider Burnouts (with Jane Iversen)

PEER REVIEWED CONFERENCE PROCEEDINGS

[54] Lan, Y., Chandrasekaran, A., Walker 2017. Collaboration Structures in ACOs. *Academy of Management Best Paper Proceedings*

[55] Sharma, L., Chandrasekaran, A., Boyer, K., 2014. The Impact of Hospital Information Technology Bundles on Performance: an Econometric Study. *Academy of Management Best Paper Proceedings*

[56] Senot, C., Chandrasekaran, A., Ward, P., Tucker, A., 2013. Do Professional Service Organizations Financially Benefit from Conformance and Experiential Quality. *Academy of Management Best Paper Proceedings* 1, 11058-11065

[57] Senot, C., Chandrasekaran, A., Boyer, K. 2011. The Role of State and Hospital leadership in CMS Process Management: Effects on Art and Science of Care. *Academy of Management Best Paper Proceedings*, p 1-6

[58] Chandrasekaran, A., Linderman, K., and Schroeder, R.G., 2008. Managing Innovation and Improvement in High Technology Organizations: Evidence from Multiple Case Studies. *Academy of Innovation and Entrepreneurship Proceedings*, p.297-303

SELECTED RESEARCH GRANTS

- Co-Investigator for Center for Responsible AI Governance (CRAIG) (NSF Grant – Pending) – Collaborators include Dennis Hirsch (Professor of Law), Srinivasan Parthasarathy (Professor of Computer Science)
- Ford Research on Data Ethics Management (2019-2020) (\$90,000) (Co-PI, PI – Dennis Hirsch)
- Zimmer Biomet Grant to study physician decision making during knee-replacement procedure (2018) (\$58,000) (Role – PI)
- Facebook & Risk Institute Grant for studying Data Ethics (Role- Co-PI, Other PIs – Dennis Hirsch, Srinivasan Parthasarathy and Tim Bartley) (\$100,000)
- Middle Market Research Grant on “How Middle-Market Firms Best Exploit Their Innovation (Co-Investigators Ken Boyer, Aravind Chandrasekaran and John Gray) (\$50,000) [Some of the findings from this grant was used in published research article #11]
- Small Research Grants (2009 – 2016) (\$2000 each)

RESEARCH PROJECTS (FIELD EXPERIMENTS)

- Managing physician learning during orthopedic surgery
 - Pre- and Post- machine learning adoption for evaluating surgical procedure
- Designing Standardized discharge work design in Kidney transplant receipts (Co PI: Dr. Susan Moffatt-Bruce - Chief Quality and Patient Safety Officer at OSU)
 - Redesigned the discharge process for kidney transplant recipients
 - 3 year study involving over 800 transplant recipients (2013-2016)
- Team-based Care Coordination in Outpatient Settings at the Mayo Clinic (with Dave Rushlow MD, Brad Staats and Peter Ward)
 - Randomized Control Study of Team Huddles in Outpatient Care Delivery
- Effectiveness of Patient – Patient Learning through Standardized Mentoring Program (with Susan Moffat-Bruce)

OTHER PUBLICATIONS

Managerial Writing

- Why it's wrong to blame Obamacare for healthcare ills (with [Dan Martin](#)) at the Conversation USA

TEACHING CASES

- Chandrasekaran, A., Sustaining Operational Excellence at the Nexus Regional Medical Center
- Chandrasekaran, A., Innovation vs. Six Sigma: The role of operations in an organization's short term and long term performance – Success and Failure stories.
- Chandrasekaran A, Apollo Medical Systems

OTHER PUBLICATION (Non-Refereed)

- Chandrasekaran, A., Gray, J., Boyer, K., Sharma, L. How do Growing Middle Market Firms Exploit Their Innovations? The Challenges of Managing R&D and Manufacturing
- Chandrasekaran, A., 2011. Doctoral Dissertation Winning Submission. Decision Line 42(4) 8-11.

SELECTED PRESENTATIONS

Keynotes

- Tata Motors Senior Leaders (Oct 2023)
- Mahindra Institute Quality Opening Keynote (October 2023, October 2022, August 2021, December 2018)
- Ohio Advanced Provider HIT conference (March 2018) (300 attendees)
- Advanced Practice Provider Conference (November 2016) (500 attendees)
- COE Professional Development (December 2016) (150 attendees)
- Annual EMS Conferences (March 2017) (150 attendees)

Invited Academic Talks

- Erasmus University (May 2023)
- University of South Carolina (March 2023)
- University of Warwick (April 2023)
- Texas A&M Mays Business School (December 2022)
- RMIT University Melbourne (June 2022)
- University of Houston (October 2021)
- University of Minnesota (February 2021)
- University of North Carolina – Chapel Hill (May 2019)
- University of Oxford (March 2019)
- University of Cincinnati (November 2018)
- SMU Cox Business School Dallas (October 2018)
- University of Virginia (Darden Business School) (Oct 2018)
- University of Texas Austin (November 2017)
- IIT Mumbai Shailesh Mehta School of Management (Feb 2017)
- University of Virginia Darden School (October 2016)
- Singapore Management University, Singapore (May 2016)
- Indian School of Business (ISB), Hyderabad (Dec 2015)
- University of Minnesota (June 2015)
- IE School of Business Madrid, Spain (May 2015)
- Cleveland Clinic Empathy Innovation Summit (May 2014)
- University of Toledo (February 2014)

- IE School of Business Madrid, Spain (September 2013)
- Darden Conference on Innovation, University of Virginia (May 2013)
- Engineering Globalization Workshop – National Science Foundation (May 2012)
- Moore School of Business, University of South Carolina (April 2012)
- Georgia Institute of Technology (October 2011)
- Smeal College of Business, Penn State University (October 2011)
- College Wide Research Colloquium, Fisher College of Business (May 2011)

Selected Invited Conference Presentations

- How to create problem solving culture that outlasts your leaders (**Catalyst – Wexner Medical Center 2019**)
- Design of Patient-Centric Standardized Discharge Process (Patient Experience Summit- **Cleveland Clinic**)
- The relationship between Patient Anxiety, Quality of Discharge Instructions and 30-day Readmission Rates for Kidney Transplant Recipients (***American Surgical Congress***)
- Designing Patient-Centered Care for Kidney Transplant Patients: An Experimental Investigation (Indiana University Patient-Centric Healthcare Delivery (October 2015)
- Identifying and Managing Project shifts (with Kevin Linderman, Fabian Sting, Mary Benner) at 2014 INFORMS & POMS
- Patient Experience – Empathy and Innovation Summit at the Cleveland Clinic (with Peter Ward and Susan Moffat-Bruce) May 2014
- Designing Patient-Centered Discharge Process (at 2014 POMS Healthcare Mini-Conference)
- Managing Distributed Knowledge Work (with Ed Anderson, Geoff Parker and Allison Davis-Blake) at 2014 POMS
- The Impact of HIT Bundles on Healthcare Outcomes (with Luv Sharma, Ken Boyer) at 2014 Academy of Management
- The Architecture of Multi-Partner Alliances in R&D Projects (with Anant Mishra) at 2013 INFORMS
- Combining routines in healthcare delivery (with Claire Senot and Peter Ward) at 2013 INFORMS
- Knowledge creation in high-tech R&D projects (with Kevin Linderman) at 2013 DSI

Selected Executive Presentations

- 2024 JP Morgan Chase on Responsible AI Management
- 2023 COE Professional Development on AI Ethics (December 2023)
- 2019 COE Summit (April 2019)
- Nanavati Hospitals on Healthcare Operational Excellence (January 2019)
- 2018 CLEAR Research Summit, Chicago (June 2018)
- 2017 Cleveland Clinic Patient Experience Summit (May 2017)
- 2017 CLEAR Research Summit Palm Springs (June 2017)
- 2016 Summer Innovation Series (COE) – 3 events (June, July, August 2016)
 - More than 300 participants
- 2016 Mayo Population Health Strategy Meeting
- 2015 ViaQuest Conference on Patient Centeredness
- Operations Council Retreat at the Wexner Medical Center, May 2014

- Identifying and Managing Disruptive Innovation at the COE Summit on Leadership Through Excellence, April 2014
- Managing tensions between Safe and Patient Centered Care (PTS Physicians Group), September 2013
- Developing Ambidextrous Managers –The COE Summit on Leadership Through Excellence, May 2013
- Managing Exploration – Exploitation Tensions in Organizations – at the Dean’s Advisory Council Meeting (Fisher College of Business), April 2013
- Managing Tradeoffs between Patient Experience and Clinical Quality – Evidence from US Hospitals (Beryl Institute of Patient Experience – webinar attended by director of quality from 60 US Hospitals), July 2012
- Managing Incremental and Radical Innovation in High Technology Organizations, Center for Operational Excellence - Webinar at the Ohio State University, September 2010
- Multiple Levels of Ambidexterity – How can they help? at Honeywell Incorporated, April 2008
- How to maintain a sustainable competitive advantage in high technology organizations? – A Research Overview at the Minnesota High Technology Association (MHTA), July 2008
- How to survive in the pace of change? Rethinking the Innovators Dilemma at the Hutchinson Technology Incorporated (Attendants include the CEO, CTO and CQO, 35 attendants), March 2008
- Balancing innovation and improvement at 3M (March 2008)
- Managing Innovation and Quality at the Minnesota Council for Quality – Round Table Meetings, Carlson Group of Companies, February 2007
- Implementing Six Sigma in Financial Organizations: Challenges and Opportunities - Wells Fargo Limited (Attendants include 30 project managers), February 2004

TEACHING EXPERIENCE

Executive MBA Core in Operations Management

- Fall 2023 SEI – 4.9/5.0
- Fall 2022 SEI – 4.6/5.0
- Fall 2021 SEI - 4.9/5.0
- Fall 2020 SEI - 5.0/5.0
- Fall 2019 SEI – 4.9/5.0
- Fall 2018 SEI – 4.7/5.0

MBOE – Executive Masters program in Operational Excellence (Fall 2016 – present) Avg. SEI – 4.9/5.0

FT & WP MBA Core in Operations Management, Fisher College of Business

- Fall 2016 Student Evaluation of Instruction (SEI) score: 4.4/5.0 & 3.9/5.0 (120 students)
- Fall 2015 Student Evaluation of Instruction (SEI) score: 4.6/5.0 & 4.5/5.0 (120 students)
 - *Won the Outstanding WP MBA Core Professor (May 2016)*
- Spring 2015 Student Evaluation of Instruction (SEI) score: 4.6/5.0 & 4.5/5.0 (120 students)
- Spring 2014 Student Evaluation of Instruction (SEI) score: 4.8/5.0 & 4.8/5.0 (120 students)
- Spring 2013 Student Evaluation of Instruction (SEI) score: 5.0/5.0 & 4.6/5.0 (140 students)
 - *Won the Pace Setter Award for Graduate Teaching (April 2013)*
- Winter 2012 Student Evaluation of Instruction (SEI) score: 4.5/5.0 & 4.3/5.0 (160 students)
 - *Won the Outstanding WP MBA Core Professor (June 2012)*
- Winter 2011 Student Evaluation of Instruction (SEI) score: 4.4/5.0 & 4.2/5.0 (120 students)
- Winter 2010 Student Evaluation of Instruction (SEI) score: 4.3/5.0 & 4.1/5.0 (155 students)

MBA Elective in Product and Process Innovation (MBA Elective)

- Spring 2017 – Integrated course with Dan Oglevee and Michael Camp (SEI: 4.8/5.0)

- Fall 2016 Student Evaluation of Instruction (SEI) score: 4.7/5 (44 students)
- Spring 2016 Student Evaluation of Instruction (SEI) score: 4.8/5 (28 students)
- Fall 2015 Student Evaluation of Instruction (SEI) score: 4.6/5 (48 students)
- Fall 2014 Student Evaluation of Instruction (SEI) score: 4.6/5 (36 students)

Undergraduate Elective in **Management of Innovation and Technology**, Fisher College of Business

- Spring 2013 Student Evaluation of Instruction (SEI) score: 4.6 / 5.0 (30 students)

Undergraduate Core in **Operations Management**, Fisher College of Business

- Spring 2010 Student Evaluation of Instruction (SEI) score: 4.9 / 5.0 (60 students)
- Fall 2010 Student Evaluation of Instruction (SEI) score: 4.8 / 5.0 (65 students)
- Fall 2011 Student Evaluation of Instruction (SEI) score: 4.5 / 5.0 (69 students)

PhD Seminars

- Empirical Methods (Fall 2019- present)
- Innovation (Fall 2020)
- Healthcare Operations (Fall 2019 – present)
- Organizational Learning and Innovation Issues in Operations (Fall 2011-2016)

Undergraduate core in **Operations Management** (OMS 3001), Carlson School of Management, 2007

Exec-Ed Program Development

- Mini-MBA Graduate Certificate Program for Anesthesiologists (SAMBA)
- Tata Consultancy Services emerging Leader Series (TCSeLS) - Trained over 3000 senior leaders from Tata 2020- Present (includes Asia Pacific, Europe, Latin America and US/Canada)
- Tata/Fisher Execution Excellence Program (2018 - Present), Pune India
 - 2-day training with the senior leadership for Tata Motor Finance
 - 12-day training at TMTC
- Mahindra Institute for Quality Training Program (2019 – Present)
- Other news EE clients acquired (Sherwin Williams, Huntington, ADS, Flight Safety and Wexner Medical Center)
- Tata Motors (2020 – present)
- Tata Steel (2022- -present) – Senior Executives Talent Management Training
- Nationwide Lean Leaders Academy
- SPJIMR – Fisher Execution Excellence (2018- present)
- Mahindra Institute of Quality Business Excellence (Dec 2018 - present)
- Center of Operational Excellence (COE) Index (Used by

ExecEd Teaching

- TCS Phoenix Executive Education Programs (Over 2000 participants trained in 3-years)
- Tata Management Training Center (TMTC) Programs (2018- present)
- Innovation in High-Contact Settings (EMBA)
- Productivity Inc (2017)
- Clinical Science Translation Research (2016 - Present)
- Healthcare Innovation (2016)
- Ambidextrous Organizational Forms (2015 - Present)
- Academy of Health Program (2015 - Present)
- MBOE and MBOE Healthcare (2015 – Present)
 - Standard work design and development

Teaching Related Certifications and Activities

Art and Craft of Discussion Leadership	
• Harvard Business School	2009
Program for the Advancement of Classroom Excellence (PACE)	2008
• Recipient of teaching certificate and mentoring program	

PROFESSIONAL EXPERIENCE

Programmer Analyst, Cognizant Technology Solutions	2002
• Client server Programming – for JPMorgan Chase	
Brakes India Limited (A part of TVS Motors Incorporated)	2000
• Quality circle implementer at the disk-brake division	

ACADEMIC SERVICE

Journal & Society Service

- **Co-Department Editor** – Intervention-Based Research **Journal of Operations Management** (2017 – 2023)
- **Special Issues Editor** – Pre-approved Field Experiments (with Bradley Staats and Rogelio Oliva) – **Journal of Operations Management**
- **Co-Special Issue Editor** (2017) – Combining Simulation and Empirical Research Methods in Operations Management (other editors: Kevin Linderman and Fabian Sting) **Journal of Operations Management**
- **Senior Editor – Production and Operations Management** (August 2015 – Present)
- **Guest Associate Editor – Information Systems Research** (Special Issue 2017 Digital Infrastructure and Platforms)
- **External Letter Writer for Faculty Promotion to Full Professor** (University of Nebraska 2021)
- **External Letter Writer for Faculty Promotion to Associate Professor**
 - 2021- University of Illinois at Urbana Champaign, University of South Carolina, ETH Zurich
 - 2018 – University of South Carolina, Babson College and University of Michigan-Dearborn
- Track Chair for healthcare track at DSI 2016 Annual Meetings
- Co-Track Chair (with Anant Mishra – George Mason) for Innovation track at DSI 2014 Annual Meetings
- Co-Track Chair (with Michael Lapre – Vanderbilt University) for Learning and Knowledge Management in Operations – at the POMS 2013 Meetings (Denver, CO)
- Co-Track Chair (with Nitin Joglekar – Boston University) for the Product-Process Innovation Track at the Decision Science Institute Conference – Boston November 2011
- Ad-Hoc Reviewer for *Administrative Science Quarterly (ASQ)*, *Organization Science*, *Management Science*, *MSOM*, *Decision Sciences*, *Healthcare Management Review*, *Israeli Science Foundation (ISF)*, *Journal of Marketing Research (JMR)*, *Academy of Management Meetings*, *Information Systems Research*
- 2017-2019 Carol Latta Emerging Scholar Award Committee
- 2016 & 2017 POMS Healthcare Best paper awards
- 2017 & 2015 POM Doctoral Consortium
- 2014 DSI New Faculty Consortium
- 2014 & 2013 Elwood – Buffa Award Judge
- 2017-2019 POMS College of Operational Excellence (VP Meetings)

Ph.D. Dissertations Supervised

1. Claire Senot (Co-advisor with Peter Ward)
Dissertation: *Combining Conformance Quality and Experiential Quality When Delivering Care*, (2014)
Placement: Tulane University (Assistant Professor, Tenured 2020)
Winner: 2015 Elwood S. Buffa Award (DSI)
Runner Up: ISA Best Dissertation Award (2015)
2. Luv Sharma (Co-advisor with Ken Boyer)
Dissertation: *The Role of Healthcare Information Technology in US Hospitals* (2016)
Placement: University of South Carolina (Assistant Professor, Tenured 2022)
3. Yingchao Lan (Co-advisor with John Gray, 2018)
Dissertation: *Collaboration Structures and Operational Outcomes: Empirical Investigation*
Placement: University of Nebraska at Lincoln (Assistant Professor)
4. John Lowrey (Co-advisor with Ken Boyer, 2021)
Dissertation: *Essays on Food and Health*
Placement: Northeastern University (Assistant Professor)
5. Jane Iversen (Advisor, In-progress, Expected Graduation 2025)

Committee Member

1. Juan Pablo Madiedo (Placement: Erasmus University) 2016
2. Mengyang Pan (Placement: Southwest University of Finance and Economics, China) 2017
3. Hanna Paulose (Consumer Sciences, Committee Member), Placement: United Nations
4. In Joon Noh (Placement: Penn State 2020)
5. Abhinav (Sunny) Hasija – (Placement: Michigan State University 2021)

Undergraduate Thesis Committee

1. Zack Lenox (Role – co-advisor with Andrea Prud'homme)
Thesis: *Mishandled Baggage Service Recovery: Winning the Satisfaction Game* (2012), Placement: Ford Motor Company
2. Anuvrat Jha (Role- Advisor),
Thesis: *Managing Patient Experience in US Hospitals*, Placement: E&Y New York

Faculty Mentoring Committee

1. Daniel Walker Assistant Professor College of Medicine

Other Services

Operations and Business Analytics Department Service

- 2017 – 2020 PhD Program Coordinator
- 2015 Research Translation – Connecting Research to Practice
- Graduate Teaching Committee (Chair) 2014 – present
- Associate Director – Innovation, Center for Operational Excellence
 - 2016 & 2014 COE – Leadership Summit
 - 2016 COE Summer Innovation Series
 - 2016 Speaker for Professional Development Day

Fisher College of Business Service

- Host for the Podcast – “[There is a Better Way](#)” (2019 – present) (28 episodes)
- Academic Director – MBOE (2018 – present)
- College Research Committee (2015 – 2018), Co-chair in 2017
- FT MBA Redesign Committee (2017 – 2018)
- College Graduate Curriculum Committee (2015)
- Specialized Master’s Program Committee (2016 – 2019)
- 2015 MACC Speaker Series
- 2013 OLMA Link Symposium – Services Lean Panel
- Fisher Indian Student Association (FISA) Advisor (2015 – 2017)
- Undergraduate Honors Fisher Day on Operations (February 25, 2012)
- Undergraduate Honors Research Colloquium (BUS ADM 783H) Spring 2010 & 2011
- Faculty Panels for MBA/ WPMBA Recruitment Events (Spring 2010 & Fall 2010)

University Service

- Provost Search Committee Member (2023)
- Graduate School Dean Search Committee (2021)
- Patient Safety and Quality Award Committee (OSU Wexner Medical Center) (2018 – present)
- OSU Science Café Speaker (2018)
- OSU Wexner Medical Center Quality Improvement Summit (2014-18)
- Member of OSU Wexner Medical Center Population Health Committee (2015 – 2017)
- Member of Gohi Faculty Advisory Committee (2016-2019)
- Abstract Reviewer/Judge for Hayes Forum (2016 – present)

PROFESSIONAL AFFILIATIONS

- Production and Operations Management Society (POMS)
- The Institute for Operations Research and the Management Sciences (INFORMS)
- Decision Science Institute (DSI)
- The Academy of Management (AoM)

SELECTED MEDIA COVERAGE ON RESEARCH

- Why its wrong to blame Obamacare for helathcare ills (<https://theconversation.com/why-its-wrong-to-blame-obamacare-for-health-care-ills-68578>)
- How continuous improvement principles are improving healthcare (Columbus Business First) <http://www.bizjournals.com/columbus/news/2016/08/02/continuous-improvement-principles-help-health-care.html>
- Post transplant anxiety linked to complex instructions and caregiver empathy (OSU News) <https://news.osu.edu/news/2016/08/17/transplant-anxiety/>
- Rolling with Changes in R&D (Strategy + Business) <http://www.strategy-business.com/blog/Rolling-with-the-Changes-in-RD>
- When you invest in patient experience – what are you paying for? (<https://www.advisory.com/daily-briefing/2015/09/25/patient-experiencestudy?>)
- So Happy Together: The Right Kind of Collaboration(<http://www.strategy-business.com/blog/So-Happy-Together-The-Right-Kind-of-Collaboration>)
- GM, Ford: Collaboration between Fierce Rivals (<http://www.plantemoran.com/perspectives/articles/2013/Pages/gm-ford-collaboration-between-fierce-rivals.aspx>)

- Better Healthcare vs. Better Experience (<http://bigkingken.wordpress.com/2012/05/08/better-healthcare-vs-better-experience/>)
- OSU Marching Band Ahead of Curve with I pads (<http://chronicle.com/blogs/wiredcampus/ohio-state-u-band-marches-ahead-of-the-curve-with-ipads/46453>) (<http://www.businessweek.com/articles/2013-09-04/ohio-state-marching-band-plays-a-money-saving-tune>)

OTHER INTERESTS

- Running (half-marathons)
- Cricket (played professional cricket in India for The India Cements Ltd. – Now the owner of Chennai Super Kings of the Indian Premier League)