

MARCO HABERMANN

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EDUCATION

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| Ph.D. Carlson School of Management, University of Minnesota
Major: Operations and Management Science
Supporting Fields: Statistics and Educational Psychology
Dissertation Title: Identifying and Mitigating the Antecedents of Supply Chain Disruptions – 3 Essays. | 2008 |
| Master of Science (Diplom-Kaufmann), Goethe University, Frankfurt Germany
Major: Logistics and Value Chain Management
Minor: Economics
Thesis: Evaluation of Risks in Global Supply Chains | 2003 |
| Master of Business Administration (MBA), University of Wisconsin, Madison
Major: Finance | 2000 |
| “Bachelor of Science” (Vor-Diplom), Goethe University, Frankfurt, Germany
Major: Business Administration
Minor: Economics | 1998 |

RESEARCH

Research Interest

- Supply chain disruption risk - antecedents and mitigation factors for disruptions
- Supply chain design and its relation to system reliability
- Supply chain learning and information processing
- Interdisciplinary (Finance, Operations Management, Organization Theory, Strategy)

Dissertation Papers

- “Supply Chain Disruptions: Implications for Complex Supply Chains” with Shah, R. (Completed) (to be submitted to AMR by December 2007)

Abstract: It is critical for the further advancement of supply chain disruption research to develop a concise definition of the disruption construct, and to create a strong, rich theoretical foundation. In this study, I develop a conceptual framework for studying supply chain disruptions. To distinguish it from other similar terms, I describe its defining attributes, identify its antecedents and propose techniques to mitigate the impact of antecedents on disruptions. I achieve these objectives by examining divergent literature streams including organization theory, industrial dynamics, and complexity theory. In the current study, I define disruption as “an unplanned stoppage of the material flow within the supply chain”. This definition is short, concise, and represents the broad themes underlying the extant literature. I then identify eight attributes that characterize a disruption including its cause, frequency, duration, and scale. Using insights from Normal Accident Theory, I identify system complexity as a key antecedent that impacts supply chain disruption and conceptualize it as detail and dynamic complexity, nature of interdependence and extent of coupling among the supply chain elements. I classify complexity mitigation techniques into avoidance, reduction and management categories. I propose a framework linking the design characteristics, mitigation techniques and disruption in the context of a supply chain. The conceptual framework provides a concise definition of the disruption construct and a rich theoretical base to further enhance our understanding of this critical and current phenomenon.

- “Is Complexity the ‘Dark Force’ in Supply Chains? An Empirical Study of the Antecedents of Disruptions” with Shah, R. (Conceptual framework completed, data collection and analysis ongoing) (to be submitted to MS Spring, 2008)

Abstract: The majority of research on supply chain disruptions is still anecdotal in nature and lacks the insights from large scale empirical studies. In this paper, I use a cross-sectional survey instrument to empirically test a framework linking the design characteristics, mitigation techniques and supply chain disruptions. I examine the framework using data collected from supply chain managers of Fortune 1000 companies. I develop measurement items for disruption and the four complexity dimensions, which I validate through extensive pre-testing and pilot testing. In the study, I examine each complexity dimension’s impact on the reliability of the supply chain. Furthermore, I study the effectiveness of complexity avoidance and reduction strategies on the supply chain’s susceptibility to disruption. The empirical results assess the disruption risk based on the contribution of the individual complexity dimensions and mitigation strategies on supply chain reliability. These findings will enable managers to evaluate the impact of supply chain design choices on the occurrence of supply chain disruptions.

- “Is there a White Knight for Supply Chains? How to Reliably Manage and Operate Complex Supply Chains” with Shah, R. (Conceptual framework completed, data collection and analysis ongoing) (to be submitted to MS Summer, 2008)

Abstract: A detailed understanding of complexity dimensions is a prerequisite for their effective management and the prevention of disruption. In this study, I empirically compare profiles of highly complex supply chains that face many disruptions to ones that face few or no disruptions. I propose that “complexity-masters” with low levels of disruptions have implemented organizational and operational mitigation tools to effectively manage the complexity in their supply chains. I empirically examine mitigation tools based on high reliability theory and information processing theory with regard to their effectiveness in managing supply chain complexity. I match the mitigation tools and complexity dimensions prevalent in supply chains to discover significant insights into the management of complex supply chains. The results of this study will be instrumental in helping managers align their mitigation strategy with the complexity characteristics of their supply chain.

Work in Progress

- “Examining Supply Chain Disruptions using Simulation Models–Insights from Queueing Theory and Traffic Flows”
- “Happy Hour, or Hard Data? Social vs. Functional Integration and its Impact on Supply Chain Reliability” with Bernardes, E.
- “When it Rains, it Pours – Disasters, Risks, Uncertainties, and Disruptions – What are the Lessons for Supply Chain Management?” with Bernardes, E.

Conference Presentations

- “Mastering Complexity in Global Supply Chains” with Shah, R., Decision Sciences Institute Conference, Phoenix, AZ, 2007
- “Disruptions: Implications from Complex Supply Chains” with Shah, R., Donohue, K., Academy of Management Conference, Philadelphia, PA, 2007
- “Supply Chain Disruptions” with Shah, R., Production and Operations Management Conference, Dallas, Texas, 2006
- “Supply Chain Disruption Risk”, Decision Sciences Institute Conference, San Antonio, Texas, 2006
- “Antecedents of Supply Chain Disruptions”, Institute of Supply Chain Management Conference, San Diego, California, 2006

Research Assistant

Bush Grant Team Member – 2006-present

- Analyzed impact of active teaching tools on student performance in introductory business statistics course.
- Designed questionnaire items for assessment of student learning. Preliminary data analysis using multivariate analytical tools.

Research Assistant, Goethe University, 1997-1999

- Worked with economic and game theory department chair (Prof. Dr. Illing).
- Performed literature search, maintained website, designed graphics for Textbook (“Einfuehrung in die Spieltheorie” - Introduction to game theory) , proofread scientific essays, organized conferences for “Center of Financial Studies”

WORK EXPERIENCE

Deutsche Bank Investment Banking Frankfurt, Germany

Equity Sales and Research

McKinsey&Company, Inc. Frankfurt, Germany

Financial Institutions Research

Lands'End Dodgeville, USA

Intern - E-Commerce department

Financial and Economic Research Institute - FERI GmbH Bad Homburg, Germany

Research Assistant - Macroeconomics and Interest Rate Research

Military Service Idar-Oberstein, Germany

Teaching Experience

Instructor, Introduction to Operations Management (OMS 3001), Carlson School of Management, Spring 2006

- 62 undergraduate students, 3 credits
- Teaching Evaluation (1-7 point scale; 7.0=Exceptional)
 - 6.6/7.0 - Instructor's overall teaching ability
- Received Carlson School of Management Teaching Award for Excellence in Teaching During Academic Year 2005-2006

Lab-Instructor, Business Statistics (OMS 2550), Carlson School of Management, Fall 2004

- 90 undergraduate students, 4 credits
- Teaching Evaluation(1-7 point scale; 7.0=Exceptional)
 - 6.6/7.0 - Instructor's overall teaching ability

Lab-Instructor, Business Statistics (OMS 2550), Carlson School of Management, Summer 2004

- 90 undergraduate students, 4 credits
- Teaching Evaluation (1-7 point scale; 7.0=Exceptional)
 - 5.0/7.0 - Instructor's overall teaching ability

Lab-Instructor, Microeconomics, Goethe University, Spring 1998

- 50 undergraduate students, 4 credit course

Teaching Related Certifications and Activities

PACE Program (Program for the Advancement of Classroom Excellence)

- Recipient of teaching certificate and mentoring program.
- “Best performance of any Ph.D. student to date in the PACE program” Dr.Steve Huchendorf – Director PACE program

BUSH Grant Team Member – 2006 - present

- The Bush Foundation awarded the University of Minnesota system a three-year grant to enhance student learning through innovative teaching and technology strategies.
- Twelve "course teams," each focusing on a particular course, re-design a large class that is offered regularly on the Twin Cities campus. Operations management team focus is the re-design of OMS 2550 – Business Statistics.

Co-Facilitator for Teaching Assistant Orientation at University of Minnesota, Fall 2006

- Co-facilitated session as part of the University wide program for new TA's on their roles in the classroom. This session addressed issues such as setting a positive classroom climate, teaching techniques, maintaining academic integrity and working with students with disabilities.

HONORS AND AWARDS

- Academy of Management Doctoral Consortium. 2007 – Selected Presenter
- Institute of Supply Chain Management Doctoral Consortium, 2006 – Selected Presenter
- Center for Advanced Procurement and Supply Research (CAPS) Travel Fellowship 2006
- Carlson School of Management Teaching Award for Excellence in Teaching During Academic Year 2005-2006
- Carlson School of Management Summer Fellowship 2006
- University of Minnesota Graduate Fellowship 2003, 2004, 2005
- McKinsey Fellowship 2001
- University of Wisconsin/University of Frankfurt Fellowship 1999-2000

SERVICES

- Reviewer for Decision Sciences Journal
- Reviewer for Journal of Operations Management
- Reviewer for Academy of Management Conference, 2006, 2007
- Reviewer for Decision Sciences Institute Conference, 2006
- Session Chair Decision Sciences Institute Conference, 2006, 2007
- Department Representative to the Student Advisory Council at the Carlson School of Management.

PROFESSIONAL ASSOCIATION MEMBERSHIP

- Production and Operations Management Society
 - Academy of Management
 - Decision Sciences Institute
 - The Institute for Operations Research and the Management Sciences
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