

October 8, 2008

Manoj K. Malhotra

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

**The Moore School of Business
University of South Carolina
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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, The Moore School of Business, University of South Carolina, Columbia
August 2000- Present	Chairman and Professor, Management Science Department, The Moore School of Business, University of South Carolina, Columbia
August 1995- July 2000	Associate Professor, Management Science Department, The Moore School of Business, University of South Carolina, Columbia
January 1990- July 1995	Assistant Professor, Management Science Department, The 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

Honors and Awards

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, <i>Journal of Operations Management</i> 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, <i>Decision Sciences</i> 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-Present	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 Certified as a 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

Associate Editor

Decision Sciences, 2004-Present
Journal of Operations Management, 2001-Present
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, 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-Present

Decision Sciences Institute:

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)

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

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 and 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

Krajewski, Lee J., Larry P. Ritzman, and Manoj K. Malhotra, 2007, *Operations Management: Processes and Value Chains*, 8th Edition, Pearson Prentice Hall, Upper Saddle River, New Jersey

Book Chapter (Refereed)

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.

Refereed Journal Articles

1. Malhotra, M, and Subhash Sharma, 2008, "Measurement Equivalence Using Generalizability Theory: An Examination of Manufacturing Flexibility Dimensions." **Decision Sciences**, Vol. 39, No. 4, 343-369.
2. 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.
3. 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*).
4. 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 Award for 2006 and finalist for the Decision Sciences Best Paper Award for 2005*).
5. 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.
6. 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*).

7. 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.
8. 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.
9. 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 that journal, with 1733 requests received in the period from April 2002-April 2004*).
10. Malhotra, Manoj K. and Subhash Sharma, 2002, "Spanning the Continuum between Marketing and Operations." **Journal of Operations Management**, Vol. 20, No. 3, 211-221.
11. 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.
12. 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.
13. 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 (*Stan Hardy Award for best paper published in the field of Operations Management in that year*).
14. 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.
15. 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.
16. 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.

17. 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.
18. 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.
19. 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*).
20. 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.
21. 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.
22. Bearden, W.O., Manoj K. Malhotra, and Kelly Uscategui, 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.
23. 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.
24. 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*).
25. 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.
26. 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.

27. 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.
28. 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.
29. 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.
30. 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.
31. 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.
32. 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.
33. 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.
34. 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**, Vol. 22, No. 5, pp. 521-533.
35. 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
36. 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.
37. 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.

38. 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.
39. 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*)
40. 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.

Publications under Review

1. Malhotra, Manoj, Bryan Van Vranken, Alan Mackelprang, and Jayanth Jayaram, "Can Inventory Consignment Programs Improve Supply Chain Performance?" **International Journal of Operations and Production Management**.
2. Khawaja A. Saeed, Malhotra, Manoj and Jayanth Jayaram, "Impact of Collaboration Readiness on Supply Chain Integration on a Firm's Operational Performance," **Production and Operations Management Journal**.
3. Jayaram, Jayanth, and Manoj Malhotra, "The Contingent Role of Concurrency in New Product Development Projects," **Decision Sciences**.
4. Khawaja A. Saeed, Malhotra, Manoj and Varun Grover, "Examining the Impact of Inter-Organizational System Characteristics on Supply Chain Integration: An Empirical Assessment," **Information Systems Research**.

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 Decision Sciences Institute 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 Decision Sciences Institute 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.

Ph.D. Dissertation Committees

1. Carol Robinson (Chair), 2008, “Lean Practices and the Environment: Antecedents and Performance Drivers”
2. Khawaja Saeed (Co-Chair), 2004, “Organizational and Information Technology Antecedents to Supply Chain Integration and its Relationship with Firm Performance”
3. Lori Koste (Chair), 1999, "Measurement of Manufacturing Flexibility and its Implications for Supply Chain Management".
4. Michelle L. Heine (Co-Chair), 1999, "An Empirical Study of Technology Effectiveness in Manufacturing Firms".
5. Karen Papke-Shields (Co-Chair), 1997, "Strategic Manufacturing Planning: Examining the Relationship between Planning System Design, Manufacturing Context, and Planning Effectiveness".

6. Hemant V. Kher (Co-Chair), 1994, "Strategic Workforce Management in Dual Resource Constrained Job Shops Under Conditions of Worker Learning and Forgetting"
7. John B. Jensen (Co-Chair), 1994, "An Investigation of Environmental Factors Affecting Successful Implementation of Group Technology"
8. Gregory Russell (Committee member), 1994, "Analysis of Master Scheduling and Order Review/ Release Mechanisms in Drum-Buffer-Rope Manufacturing Planning and Control Systems".
9. 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)

American Production and Inventory Control Society (APICS)