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TO: Dr. Joe DePietro

FROM: Mike Krause 

SUBJECT: University of Tennessee, Knoxville  
Letter of Application to Plan Supply Chain Management, Master of  
Science Program

DATE: November 2, 2016

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In accordance with THEC policies, colleges and universities are required to submit Letters of Application for authorization to proceed with developing proposals for new academic programs and units. The THEC financial projection form for the proposed program must accompany the letter of application to plan. Upon THEC approval to proceed with developing proposals, institutions should do so in a manner consistent with THEC policies and criteria.

Programs must document relevance to institution's mission, provide enrollment, graduation and financial projections, describe the anticipated evaluation process, document employer and student demand, and certify that the proposed program will not unnecessarily duplicate existing offerings at other Tennessee public institutions. The proposal must ensure faculty sufficiency, existence of student support resources, and adequacy of library, space, equipment, and technology.

I approve University of Tennessee, Knoxville to plan the Master of Science in Supply Chain Management. It is understood that the proposed program will be in accord with the mission at UTK, will meet the *THEC 2015-25 Master Plan for Tennessee Postsecondary Education* degree completion and workforce development objectives, and will be implemented with existing funds.

The Letter of Intent projects implementation of an approved Supply Chain Management MS program in August 2017. Please be advised that the Letter of Application itself will be posted on the THEC website for public disclosure.

cc: Dr. Katie High  
Dr. Jimmy Cheek  
Dr. John Zomchick  
Betty Dandridge Johnson

**Letter of Application:  
Proposal for the Initiation of a Master of Science Degree  
in  
Supply Chain Management (MS-SCM)**

Submitted by:

The University of Tennessee, Knoxville

Department of Marketing and Supply Chain Management  
Haslam College of Business

to the Tennessee Higher Education Commission (THEC)

October 2016

A new Program Leading to the degree of:

Master of Science

Title of degree as on diploma

Supply Chain Management

Title of major

CIP Code

52.0203

MS-SCM

Formal degree abbreviation

Fall 2017

Proposed Starting Date

Indefinite

Projected Life of Program

## TABLE OF CONTENTS

|  |    |
|--|----|
| ABSTRACT .....   | 4  |
| I. INTRODUCTION.....   | 5  |
| II. MASTER OF SCIENCE IN SUPPLY CHAIN MANAGEMENT PROGRAM<br>DESCRIPTION AND INTENT .....             | 7  |
| A. Mission.....  | 7  |
| Mission of the University of Tennessee.....  | 7  |
| Mission of the University of Tennessee, Knoxville.....   | 7  |
| Program Objectives and Relationship to Campus Goals .....  | 7  |
| Mission of the Haslam College of Business .....  | 8  |
| Program Objectives and Relationship to College Goals.....  | 8  |
| Consistency with THEC Statewide Master Plan.....   | 10 |
| Governing Board Approval.....  | 10 |
| B. Curriculum.....   | 10 |
| Curriculum Framework .....   | 10 |
| Core and Sub-core Requirements.....  | 11 |
| Curriculum One Program Cycle .....   | 11 |
| Course Descriptions.....   | 13 |
| Accreditation Standards.....   | 16 |
| Catalogue Description .....  | 16 |
| Academic Standards .....   | 17 |
| Retention Standards.....   | 19 |
| Graduation Standards .....   | 20 |
| Procedure for Application to Program.....  | 20 |
| C. Evaluation .....  | 20 |
| Graduate Programs .....  | 20 |
| Course Evaluations.....  | 21 |
| Peer Evaluation of Teaching .....  | 21 |
| University Review of Academic Programs .....   | 21 |
| Evaluation of Program Objectives.....  | 21 |
| D. Accreditation.....  | 22 |
| III. RELATED UNDERGRADUATE PROGRAMS .....  | 22 |
| A. Related Undergraduate Programs .....  | 22 |
| IV. DEMAND/NEED FOR THE PROGRAM .....  | 23 |
| A. Academic/Institutional Need .....   | 23 |
| B. Student Demand.....   | 24 |
| C. Employer Need .....   | 25 |
| V. ESTIMATED SIZE OF THE PROGRAM .....   | 27 |
| A. Estimates of Number of Students and Full-Time Equated Enrollment and Number of<br>Graduates ..... | 27 |

|       |   |     |
|-------|---|-----|
|       | B. Basic Assumptions Used in Estimated in Size of Program ..... | 28  |
|       | C. Location of Comparable Programs in Tennessee .....           | 28  |
| VI.   | FACULTY .....   | 28  |
|       | A. Faculty Currently Employed.....                              | 28  |
|       | B. Faculty Resumes .....  | 32  |
|       | C. New Faculty Required .....                                   | 123 |
| VII.  | ADMINISTRATION/ORGANIZATION .....                               | 124 |
|       | A. Administration Overview.....                                 | 124 |
| VIII. | LIBRARY RESOURCES .....   | 124 |
|       | A. Library Overview.....  | 124 |
| IX.   | SUPPORT RESOURCES .....   | 124 |
|       | A. Cooperating Institutions.....                                | 124 |
|       | B. Facilities: Haslam College of Business.....                  | 126 |
|       | C. Instructional Equipment.....                                 | 127 |
|       | D. Support Personnel.....                                       | 127 |
| X.    | COST/BENEFIT .....  | 127 |
|       | A. Estimate of Cost/Benefit.....                                | 127 |
| XI.   | CONSULTANTS .....   | 127 |
| XII.  | APPENDIX A .....  | 129 |
| XIII. | APPENDIX B.....   | 130 |

## ABSTRACT

### Master of Science in Supply Chain Management Degree Program

|                                     |   |
|-------------------------------------|---|
| <b>Institution:</b>                 | The University of Tennessee, Knoxville                                |
| <b>College:</b>                     | Haslam College of Business  |
| <b>Division/Department:</b>         | Department of Marketing and Supply Chain Management                   |
| <b>Program:</b>                     | Leading to the Degree of Master of Science in Supply Chain Management |
| <b>With Sub-Majors in:</b>          | None  |
| <b>Proposed Start-up Date:</b>      | Fall 2017   |
| <b>Total Credit Hours Required:</b> | 39 Semester Credit Hours (SCH)  |

#### Overview:

The Haslam College of Business at the University of Tennessee, Knoxville (UTK) proposes a Master of Science in Supply Chain Management (MS-SCM). UTK is a leader in Supply Chain Management (SCM) research and education, and the addition of the MS-SCM would further extend the university's impact. Supply chain management is a rapidly growing field of strategic importance to the Tennessee economy, and this program would provide a source for top talent to support continued growth. UTK would utilize two partner universities, Kühne Logistics University, Hamburg, Germany, and Tongji University, Shanghai, China. Each of these partners has particular strength in supply chain management and is considered among the best in SCM within their respective regions. Students would rotate among the three campuses for one semester each before returning to their home institutions for the final semester and graduation at their respective universities. UTK expects to enroll 10 students in the program's initial cohort. It is important to note that this is not a joint degree, but rather a collaborative effort to offer a one-of-a-kind global supply chain management program and experience to a select number of students. A majority of credit hours for UTK students will be earned at the University of Tennessee, Knoxville and the degree will be solely from the University of Tennessee (Section B below provides a detailed curriculum plan including where credit hours are earned.) Likewise, students enrolled at the partner institutions will earn a degree from their respective home institution. The primary purpose of the proposed degree program is to address the documented need for well-trained supply chain talent in the state, nation and world, and also to advance the mission of the Department of Marketing & Supply Chain Management and the Haslam College of Business at the University of Tennessee, Knoxville.

#### Number of New Courses Required: 5 (15 SCH)

This proposal is for a new degree program, so the majority of the coursework has not been offered in this format. However, the Supply Chain Management (SCM) faculty regularly teach components of the coursework in a variety of settings, so course development time will be relatively minimal. In addition, 18 of the 39 SCH will be taught by faculty at KLU or Tongji, significantly reducing the demand on faculty resources, and a capstone project comprises another

**6 SCH. This leaves 15 SCH of new coursework, most of which entails drawing components from existing graduate or executive coursework to fit within the MS-SCM framework.**

Further detail about new coursework is below:

SCM 552 (3 SCH) – Supply Chain Simulation

SCM 571 (3 SCH) – Strategic Supply & Cost Management

SCM 572 (3 SCH) – Innovation & Risk Management

SCM 573 (3 SCH) – Distribution, Logistics & Network Management

SCM 574 (3 SCH) – Integrated Global Supply Chain Management

**New Faculty FTE Required: None.**

**Accrediting Organization:** Southern Association of Colleges and Schools Commission on Colleges and Schools (SACS COC) for regional accreditation and Association to Advance Collegiate Schools of Business (AACSB) for business accreditation.

**Target Date for Accreditation:**

**SACS COC:** We will be simultaneously working with SACS COC during the THEC process to ensure that a robust quality program is submitted for consideration.

**AACSB:** The Haslam College of Business first earned the Association to Advance Collegiate Schools of Business (AACSB) accreditation in 1947, becoming the 53<sup>rd</sup> school to earn this distinguished accreditation from the leading accrediting body for business schools. Currently, only 650 schools worldwide hold this honor. The College underwent a five-year maintenance of accreditation process for both the College and its accounting program in spring 2012 and received official notification of continued accreditation of both until 2017. Our next review will be spring 2017 and we are currently preparing the internal reports for that process, which is due in fall 2016. While the proposed MS in Supply Chain Management will not begin until fall 2017 if approved, we will nonetheless be producing relevant information on the program as part of that reporting process, including the proposed curriculum, faculty, information on partner schools, required resources, and information on how this program fits with the broader supply chain management strategy. We do not anticipate any problems with the ultimate accreditation of the program once it is approved and underway.

## **I. INTRODUCTION**

The Haslam College of Business at the University of Tennessee, Knoxville (UTK) proposes a Master of Science in Supply Chain Management (MSSCM) to fulfill the growing need for supply chain management professionals. This degree would build upon UTK's stellar reputation in the Supply Chain Management (SCM) field and would help the Tennessee economy continue to be positioned to grow as base for firms that are increasingly recognizing the strategic importance of supply chain management. UTK would utilize two partner universities, Kühne Logistics University (KLU), Hamburg, Germany, and Tongji University (Tongji), Shanghai, China, to

deliver program content. Each of these partners has a particular strength in supply chain management and is considered among the best for their subject in their respective regions. Students would rotate among the three campuses for one semester each before returning to their home institutions for the final semester and graduation at their respective universities. UTK expects to enroll 10 students in the program's initial cohort. It is important to note that this is not a joint degree, but rather a collaborative effort to offer a one-of-a-kind global supply chain management program and experience to a select number of students. A majority of credit hours for UTK students will be earned at the University of Tennessee, Knoxville and the degree will be solely from the University of Tennessee (Section B below provides a detailed curriculum plan including where credit hours are earned.) Likewise, students enrolled at the partner institutions will earn a degree from their respective home institution.

The primary purpose of the proposed degree program is to address the documented need for well-trained supply chain talent in the state, nation and world, and also to advance the mission of the Department of Marketing & Supply Chain Management and the Haslam College of Business at the University of Tennessee, Knoxville. According to a survey conducted by SCM World in September 2014, 43% of supply chain executives report that it is more difficult at present to find talent than it was two years ago, and 26% categorized finding supply chain talent as "extremely challenging". Integrated supply chain management has emerged as a critical strategic priority for many firms over the past decade, but the talent pool that can properly conceptualize and drive supply chain from this new strategic perspective is currently lacking.<sup>3</sup> This imbalance of supply and demand is expected to persist globally for at least the next decade and is especially acute in emerging markets where education in supply chain management is at a much earlier stage of development than in Europe and North America.

While higher education institutions have recognized market demand and added SCM programs across all levels of study, they have often not been particularly responsive to the strategic, integrative, and analytical skills that businesses desire in new talent. Supply chain educational programs are commonly behind the times in providing graduates who are prepared to tackle the variety and complexity of the day-to-day problems they will face on the job. Based on the SCM World survey (noted above), even with the proliferation of Master of Science (MS) programs in supply chain management, there is a shortage of students who possess the perspective to recognize supply chain management as an integral component of corporate strategy and the skill sets needed to drive change at a corporate level.

The structure of the proposed MS in Supply Chain Management would approach the subject with a truly integrative approach that encompasses sales, procurement, operations, logistics, customer service, and other functions of the overall process, in order to develop talent that can effect change across an integrated supply chain and, ultimately, the entire organization. This integrative approach would be innovative, global in outlook, and prized by both students and the business community.

It is anticipated that student demand for this program will be strong. For example, the existing Full-Time Master of Business Administration (MBA) program offers a concentration in Supply

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<sup>3</sup> The Chief Supply Chain Officer Report 2014, [Kevin O'Marah](#), Chief Content Officer, [Geraint John](#), Senior Vice President, Research, [Barry Blake](#), Vice President, Research, [Pierfrancesco Manenti](#), Vice President, Research, SCM World 24 September 2014.

Chain Management, and it is by far the most popular concentration choice, often with 43.8% of students (2016 - 2017), 42.6% (2015/2016), and 32.3% (2014/2015) pursuing the concentration. The HCB also offers an Executive MBA focused on global supply chain. The target audience for the MSSCM is not expected to cannibalize the Full-Time or the Executive MBA programs. Rather, it is expected to fill an existing gap for students with less work experience than the average full-time or executive MBA student. This program will target students with 0-3 years of professional work experience, whereas the full-time MBA averages over 4 years (4.7 years for the incoming 2016 class) of work experience and the executive MBA focuses on seasoned professionals with more than 10 years of relevant work experience.

## II. MASTER OF SCIENCE IN SUPPLY CHAIN MANAGEMENT PROGRAM DESCRIPTION AND INTENT

### A. Mission: Consistency with the Approved Mission Statement of the Institution

**UTK Mission and Institutional Priority:** According to *VOL Vision 2020: The Pursuit of the Top 25*, the primary mission of the University of Tennessee, Knoxville purpose is to move forward the frontiers of human knowledge and enrich and elevate society. The five VOL Vision 2020 priorities are:

1. Undergraduate Education,
2. **Graduate Education,**
3. **Research,**
4. **Faculty,**
5. Infrastructure,
6. **Diversity and Inclusion.**

The proposed MSSCM program will positively impact three of these priorities: Graduate Education, Research, and Faculty by increasing the number of graduate students, boosting research output, and attracting and retaining top faculty. Specifically, the program would:

1. **Graduate Education** – The MSSCM program would increase the number of graduate students on the UTK campus by 10 in year one and by 20 or more in subsequent years (see Financial Projections – **Appendix A**). Given the target market will be students with limited or no work experience, it is also anticipated that the University will be able to retain top undergraduates who would otherwise leave to pursue graduate studies in supply chain management elsewhere. Once successful, this program would also serve as a solid foundation for future expansion of graduate level supply chain management education. For example, we could potentially develop an on-line version of this particular masters program.
2. **Research** – Given the partnership nature of this program and the anticipated collaboration among partner institution faculty, research output will be strengthened and broadened in the Department of Marketing & Supply Chain Management. The two partner institutions possess complementary research strengths that would allow

our faculty to continue to build upon their reputation as one of the Top 5 most productive research faculties globally in empirical SCM research.<sup>4</sup> Further, the program could provide well-trained masters students that might have an interest in pursuing a PhD in Supply Chain Management.

3. **Faculty** – Attracting and retaining top faculty is a major component of VOL Vision 2020. The ability to teach and work with highly motivated and engaged students from around the world is expected to be an attractive option for faculty. SCM is a global field, and our faculty must have deep international involvement to stay at the top of their field in both teaching and research. This program will provide a valuable vehicle to grow and retain top faculty.
4. **Diversity and Inclusion** – This program would provide an opportunity for our students and faculty to learn deeply from students and faculty around the globe. As such, it will further strengthen the perspectives and understanding for how businesses operate in other major world markets. In addition, the incoming students from KLU and Tongji will enhance the diversity of the student population on campus in Knoxville for the semester they are here in Knoxville. It is likely that a portion of the new coursework would be open to existing HCB graduate students (full-time MBA and/or MSBA students), and HCB Graduate Education co-curricular activities would facilitate interaction between the MS-SCM program and the HCB graduate student population.

### **Haslam College of Business Mission and Institutional Priority**

The program will also advance the mission of the Haslam College of Business (HCB) and its Department of Marketing & Supply Chain Management. Specifically, the program supports the following strategic priorities of the College:

1. **Thought Leadership:** Increase the visibility and impact of our knowledge creation activities,
2. **Student Engagement & Success:** Enable students to achieve higher value added educational outcomes, employment and career progression opportunities and to develop their leadership potential and capabilities,
3. **Connections:** Build on our value enhancing partnerships and connections,
4. **Infrastructure for Success:** Enhance the work environment supporting faculty, staff and student success.

The proposed MSSCM program will have a significant impact on three of these strategic priorities and their underlying goals, namely Thought Leadership, Student Engagement and Success, and Connections.

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<sup>4</sup> <http://www.scmlist.com/home/university-rankings/empirical-report/>, Michigan State University (1), Arizona State University (2), The Ohio State University (3), The University of Tennessee (4).

Specific goals for Haslam College of Business on Thought Leadership include:

1. **Enhance the diversity of thought and intellectual climate of the College.** Given the partnership structure of this program, diversity of thought will be greatly enhanced as a result of the collaboration with faculty at the partner institutions and the relationships that will be furthered as a result of this partnership arrangement.

Specific goals for Student Engagement & Success include:

1. **Improve the overall profile of our entering Masters students by increasing geographic and demographic diversity and academic qualifications.** Clearly, a unique program like this delivered at institutions with a strong brand and reputation will attract top caliber students from around the world. In addition, students will be able to study abroad and be engaged with internationally diverse student group.
2. **Build additional action/problem-based learning components into curricular and co-curricular tracks and specializations.** The curriculum, particularly the final semester capstone project, is specifically designed to provide practical application to the theoretical concepts developed through the program.

Specific goals for Connections include:

1. **Build a multi-continent international programs strategy that expands international choices and increases the number of students completing a Haslam-sponsored international experience.** The proposed program is probably one of the best examples of fulfilling this goal. Students would have the opportunity to spend two semesters abroad – one in Europe and one in Asia – to better comprehend the importance of multi-cultural environments and global business.
2. **Partner with others to become a more active, leading force in the economic development of the region.** The Department of Marketing & Supply Chain Management, in particular, is very engaged with corporate partners through activities and initiatives such as the Supply Chain Forum, that brings corporate leaders, faculty and students together to share ideas about the latest supply chain issues. Many of these industry leaders have expressed the need for this program and the positive impact graduates could have on their organizations and the broader economic development of the region, nation and world (**see Attachment B for an example**).

In addition to the overall Haslam College of Business strategic priorities, the supply chain management faculty voted unanimously to support this proposal in fall 2015. The MSSCM is a critical component of the Department's broader and long-term strategy of developing a comprehensive portfolio of supply chain offerings that will continue to build Haslam's brand, reputation and market position in supply chain management. The initiative is also fully supported by and aligned with the goals of HCB's Graduate and Executive Education (GEE) department that will be responsible for recruitment and admissions, partner relationship, student services and career management. GEE's overall goals are to increase

the number of graduate students, increase the quality and demographics of graduate students, increase program rankings and increase the contribution back to the HCB.

In summary, this initiative fully supports the University's strategic plan, specifically the key priority relating to graduate education in VOL Vision by "educating and graduating increasing numbers of diverse graduate and professional students who are equipped to address the pressing concerns of their fields, to extend the frontiers of knowledge, and to contribute to the public good through service to the academy or their professions."

### **Consistency with THEC Statewide Master Plan**

The 2015-2025 THEC Master Plan emphasizes accountability for higher education to its constituencies. This proposal is a direct response to verbal requests from the 60 plus companies who are formal partners of HCB's Global Supply Chain Institute for deeper education in SCM (also see Appendix B). Given UTK's status as the state's flagship institution and the strength of its SCM program, this program is a natural extension of current programming that will meet industry demand for experts in supply chain management. So, this program will lead to better jobs, improved quality workforce that will benefit the State of Tennessee. With this innovative approach, the MS-SCM will translate to real job market value for graduates of the program and position them for lucrative management careers with global firms.

### **Governing Board Approval**

The UT Board is expected to review this proposal at its March 2017 meeting.

## **B. CURRICULUM**

### **Curriculum Framework**

The Haslam College of Business at The University of Tennessee, Knoxville (UTK) proposes a Master of Science in Supply Chain Management (MSSCM) that would utilize two partner universities, Kühne Logistics University (KLU), Hamburg, Germany, and Tongji University (Tongji), Shanghai, China. Each of the three partners has particular strength in supply chain management and each is considered among the best for their subject in national rankings. Students would rotate among the three campuses for one semester each before returning to their home institutions for the final semester and graduation at their respective universities. UTK expects to enroll 10 students in the program's initial cohort. It is important to note that this is not a joint degree, but rather a collaborative effort to offer a one-of-a-kind global supply chain management program and experience to a select number of students. A majority of credit hours for UTK students will be earned at the University of Tennessee, Knoxville and the degree will be solely from the University of Tennessee (see Section B below provides a detailed curriculum plan including where credit hours are earned.) Likewise, students enrolled at the partner institutions will earn a degree from their respective home institution.

In keeping with SACS COC requirements and those established in the UTK Graduate Catalog, a majority (more than 50%) of the total hours required for this master's degree program will be completed at the University of Tennessee, Knoxville. HCB is developing an course articulation agreement with KLU and Tongji (in consultation with UTK Graduate School and the Center for International Education) that will map out how course credit and grades will transfer from KLU and Tongji into The University of Tennessee Banner system. The proposed program requires completion of 39 Semester Credit Hours (SCH) distributed as follows:

### **Core and Sub-core Requirements**

The proposed program requires completion of 39 Semester Credit Hours (SCH) distributed as follows (for semester by semester schedule see Curriculum for One Program Cycle below):

| <u>Course Number</u> | <u>Course Title</u>                          | <u>SCH</u> |
|----------------------|--|------------|
| SCM 551              | Master's Program Core I (KLU)                | 9          |
| SCM 552              | Supply Chain Simulation (UTK)                | 3          |
| SCM 561              | Master's Program Core II (Tongji)            | 9          |
| SCM 571              | Strategic Supply & Cost Management (UTK)     | 3          |
| SCM 572              | Innovation & Risk Management (UTK)           | 3          |
| SCM 573              | Distribution, Logistics & Network Mgmt (UTK) | 3          |
| SCM 574              | Integrated Global Supply Chain Mgmt (UTK)    | 3          |
| SCM 575              | Capstone Integrative (UTK)                   | <u>6</u>   |
|                      |  | <b>39</b>  |

### **Sub-major Requirements**

There are no sub-major requirements

### **Electives**

No formal course electives are offered as this is a cohort-based program. During the first semester of the program, students can choose to direct their focus in SCM551 toward either Strategic Issues in Supply Chain Management or Demand Planning and Inventory Management. Further, optional exercises and visits focused on conducting business in that particular part of the world, e.g. Europe, China and the US will be offered at key points throughout the program.

### **Curriculum for One Program Cycle**

The proposed program requires completion of 39 Semester Credit Hours (SCH) distributed as follows:

**Pre-requisites \***

|         |  |   |
|---------|--|---|
| SCM 553 | Applied Research Methods (KLU Faculty)<br>(pre-requisite for SCM 575)        | 3 |
| SCM 554 | Transportation and Distribution (KLU Faculty)<br>(pre-requisite for SCM 573) | 3 |

\*SCM 553 and SCM554 are pre-requisite requirements for coursework taken in the second year of the program. As most students (particularly UT students) will not have taken these courses, KLU will offer them in a shortened session between Semesters 1 and 2 of the program to ensure that all students have the opportunity to complete these coursework.

| <u>Course Number</u> | <u>Course Title</u> | <u>SCH</u> |
|----------------------|---------------------|------------|
|----------------------|---------------------|------------|

**Fall I Term – Courses Delivered at Kuhne Logistics University, Hamburg**

|         |  |   |
|---------|--|---|
| SCM 551 | Master’s Program Core I (KLU Faculty)<br><i>Includes Business Strategy, Leadership &amp; Organizational Behavior, Business Logistics, Demand Planning &amp; Inventory Management or Strategic SCM Issues, European SCM</i> | 9 |
| SCM 552 | Supply Chain Simulation (UT Faculty**)   | 3 |

\*\*UT Faculty will teach the majority of this course in a compressed format at KLU at the beginning of the first semester. Some aspects of the web-based simulation activity will utilize distance education delivery. Faculty will ensure ample opportunity for student access during both face-to-face and distance portions of the course.

**Spring I Term, Tongji University, Shanghai**

|         |   |   |
|---------|---|---|
| SCM 561 | Master’s Program Core II (Tongji Faculty)<br><i>Includes Operations Research, Operations Management, Information Systems, Statistics, Chinese SCM</i> | 9 |
|---------|---|---|

### **Fall II Term, UTK, Knoxville**

|         |  |   |
|---------|--|---|
| SCM 571 | Strategic Supply & Cost Management (UTK)     | 3 |
| SCM 572 | Innovation & Risk Management (UTK)           | 3 |
| SCM 573 | Distribution, Logistics & Network Mgmt (UTK) | 3 |
| SCM 574 | Integrated Global Supply Chain Mgmt (UTK)    | 3 |

### **Spring II Term, UTK, Knoxville**

|         |                            |          |
|---------|----------------------------|----------|
| SCM 575 | Capstone Integrative (UTK) | <u>6</u> |
|---------|----------------------------|----------|

**39**

### **Course Descriptions for New Courses**

This is a new degree program, so the majority of the coursework has not been offered in this format. However, the SCM faculty regularly teach components the coursework in a variety of settings, so course development time will be relatively minimal. In addition, 18 of the 39 SCH will be taught by faculty at KLU or Tongji, significantly reducing the demand on faculty resources, and a capstone project comprises another 6 SCH taught by the respective university's faculty in the last semester. This leaves 15 SCH of new coursework, most of which entails drawing components from existing graduate or executive coursework to fit within the MS-SCM framework. Further detail about new coursework is below:

- SCM 552 (3 SCH) – Supply Chain Simulation
- SCM 571 (3 SCH) – Strategic Supply & Cost Management
- SCM 572 (3 SCH) – Innovation & Risk Management
- SCM 573 (3 SCH) – Distribution, Logistics & Network Management
- SCM 574 (3 SCH) – Integrated Global Supply Chain Management

These courses will also add to the catalog of elective options for our existing MBA and MS Business Analytics students.

### **Course Descriptions:**

**SCM 551 – MS-SCM Core I (9 SCH)** Core module includes coverage of Business Strategy, Leadership & Organizational Behavior, Business Logistics, Demand Planning & Inventory Management or Strategic SCM Issues, and SCM in European markets. Taught in Germany by KLU faculty. *Must be MS-SCM student or requires permission of the instructor.*

**SCM 552 – Supply Chain Simulation (3 SCH)** This course introduces students to the integrated nature of supply chains via a complex supply chain simulation. Students will operate virtual supply chains and learn the impact that decisions in one area have on the system. Particular emphasis will be given to planning functions including demand planning, sales and operations planning, and inventory and supply planning. Students will learn to build operational plans that support their respective supply chain strategies. Taught by UTK faculty. *Must be MS-SCM student or requires permission of the instructor.*

**SCM 553 – Applied Research Methods (3 SCH)** This course introduces students to the process of quantitative research. To this end, the module covers research idea development, critical thinking, critical reading and writing a literature review, review of quantitative methodologies, and scientific writing skills. The lectures are designed to be interactive with in-class exercises and workshops. The module includes an interactive workshop spanning over the course duration aimed at identifying and developing interesting and valuable research opportunities. Taught in Germany by KLU faculty. *Must be MS-SCM student or requires permission of the instructor.*

**SCM 554 – Transportation and Distribution (3 SCH)** This course provides an introduction to transportation and distribution management including transportation modes, infrastructure, pricing and costing, mathematical transportation models, carbon footprint, distribution strategies, urban distribution, reverse logistics, and basic facility location models. This course serves as foundation preparation for SCM 573. Taught in Germany by KLU faculty. *Must be MS-SCM student or requires permission of the instructor.*

**SCM 561 – MS-SCM Core II (9 SCH)** Core module includes applied statistics, operations research, operations management, information systems, case studies to build on these operations topics, and supply chain management in the Chinese market. Taught in China by Tongji University faculty. *Must be MS-SCM student or requires permission of the instructor.*

**SCM 571 – Strategic Supply & Cost Management (3 SCH)** Strategic Supply and Cost Management addresses the processes that facilitate the structure, creation, and management of value added transactions and relationships between supplier and customer organizations in a channel, supply chain, and integrated value system context with a particular focus on financial techniques to better manage supply chain costs. This course will help students learn to apply financial measures to supply chain decision-making problems and also to become an effective and efficient supply chain manager. This is a highly interactive class using cases, simulations and in-class exercises to better align with “real-world” thinking while focusing on foundations of the supply chain and the interactive role of supply management within an organization and as a boundary spanner. Taught by UTK faculty. *Must be MS-SCM student or requires permission of the instructor.*

**SCM 572 – Innovation & Risk Management (3 SCH)** Innovation and Risk Management explores the ways firms seek to create new and relevant value in the supply chain, and to address the potential risks inherent to innovation and operations in the multi-firm supply chain setting. This course will help students identify opportunities to better serve customers, work with suppliers, and collaborate with partners on projects that will enhance efficiency and effectiveness, while at the same time protecting themselves from environmental and internal threats to business performance. This course will use realistic case studies to engage students in active learning via discussion, in order to simulate the complexities of real-world decision-making. Taught by UTK faculty. *Must be MS-SCM student or requires permission of the instructor.*

**SCM 573 – Distribution, Logistics & Network Mgmt (3 SCH)** This course addresses strategic decision making related to the physical network design and operation of the supply chain, including the location and capacity of suppliers, plants and warehouses in a logistics network that delivers products and services to end customers. The content in this course will explore the tradeoffs inherent to physical network decision making with special emphasis on managing demand and lead time variability, matching capacity to demand, centralization and pooling of inventory, and achieving a total value solution. This course will apply analytic methods learned in other courses to the problems of supply chain network design and strategic inventory positioning, in order to explore theoretical relationships and to provide students with decision making skills needed in practice. Taught by UTK faculty. *Requires completion of SCM 554 or permission of the instructor.*

**SCM 574 – Integrated Global Supply Chain Mgmt (3 SCH)** A capstone seminar course, enabling students to synthesize their learning from all previous courses. The global context within which firms operate will provide the foundation for understanding global supply chain strategy, from market entry through to the integration of demand management and supply management processes to meet corporate objectives. The course will be primarily case-based, to allow students the opportunity to analyze, synthesize and present their ideas and recommendations as managers. Taught by UTK faculty. *Must be MS-SCM student or requires permission of the instructor.*

**SCM 575 – MS-SCM Capstone Integrative Project (6 SCH)** Students will apply the theoretical foundations and methods learned during the program to real world business problems. The final semester of the program will consist of an in-depth, faculty-approved and advised group capstone project that will place small teams of students with select industry partners to evaluate a current business issue or question. The teams will spend the semester working on these micro-consulting projects and then report findings and recommendations to the industry client at the end of the semester. Taught by UTK faculty. *Requires completion of SCM 553 or permission of the instructor.*

**Concentrations:** The proposed program will not have concentrations.

**Electives:** No formal course electives are offered as this is a cohort-based program. During the first semester of the program, students can choose to direct their focus in

SCM551 toward either Strategic Issues in Supply Chain Management or Demand Planning and Inventory Management. Further, optional exercises and visits focused on conducting business in that particular part of the world, e.g. Europe, China and the US will be offered at key points throughout the program.

### **Accreditation Standards**

We follow the accreditation standards for the Southern Association of Colleges and Schools Commission on Colleges and Schools (SACS COC) for regional accreditation and Association to Advance Collegiate Schools of Business (AACSB) for business accreditation.

### **Catalog Description:**

#### Master of Science in Supply Chain Management (MS-SCM)

The Haslam College of Business at The University of Tennessee, Knoxville (UTK) offers the Master of Science in Supply Chain Management (MSSCM) to prepare students to careers in supply chain management. This degree offers the opportunity for our students to study for one semester at both Kühne Logistics University (KLU), Hamburg, Germany, and Tongji University (Tongji), Shanghai, China. This MSSCM is a cohort program where students from all three universities study together on each of the three campuses for one semester (i.e., first KLU, then Tongji, and then UTK) before returning to their home institutions for the final semester and graduation at their respective universities. A majority of credit hours for UTK students will be earned at the University of Tennessee, Knoxville and the degree will be solely from the University of Tennessee.

The purpose of this degree program is to prepare students with an undergraduate degree in business or engineering for a career in supply chain management. Integrated supply chain management has emerged as a critical strategic priority for many firms over the past decade, but the talent pool that can properly conceptualize and drive supply chain from this new strategic perspective is currently lacking. This program will provide the strategic, integrative, and analytical skills that businesses desire in new talent and prepare students for the day-to-day problems they will face on the job. The structure of the proposed MS in Supply Chain Management would approach the subject with a truly integrative approach that encompasses sales, procurement, operations, logistics, customer service, and other functions of the overall process, in order to develop talent that can effect change across an integrated supply chain and, ultimately, the entire organization. This integrative approach is innovative, global in outlook, and will be prized by both students and the business community.

## Academic Standards

### General Criteria for All Students

**Note: All partner universities are currently finalizing a formal agreement for graduate student exchange and collaboration. The three partners have agreed upon the following components.**

#### *Admission*

Students shall be admitted to the home institution to which they apply based on admissions criteria and standards consistent with all graduate students for that particular institution. Students must demonstrate proficiency in oral and written English (i.e., TOEFL or equivalent).

Students must be in good standing (financial, academic and student conduct) at their home institution, b) students must be proficient in the language of instruction at the host institution in order to participate in the exchange. The language of instruction at all three institutions is English, c) students are subject to standard rules and regulations of the host institution.

#### *Responsibilities of Host Institutions*

The host institution shall regularly share with the home institution information and material about requirements for exchange students, academic offerings and course details, including structure, credit ratings and levels and grading systems necessary to determine the academic credit to be granted for individual courses completed at the host institution.

The home institution shall provide academic advising to outgoing students regarding course credit and transfer processes.

The home institution shall provide orientation for outgoing students.

The host institution shall provide on-site orientation, registration assistance and advisory services for incoming students.

Each host university shall provide assistance in securing housing, but the cost and responsibility of securing housing is the responsibility of the student.

In the event of an emergency, the host institution shall notify the home institution as soon as it becomes aware of such situation.

At the completion of the designated exchange period, the host institution shall send to the home institution an official transcript for each exchange student.

The parties agree that students at the host institution shall have all the rights, privileges and responsibilities enjoyed by other students on that campus.

Each institution shall comply with all applicable laws and regulations.

#### *Finances and Services*

Students shall register/enroll and pay tuition and any other compulsory fees at the home institution. They will be exempted from paying such tuition and fees at the host institution. Students shall be responsible for the following:

- a) Accommodation (including application fee and deposit), meals and all travel expenses
- b) Transportation to and from the host institution
- c) Textbooks, clothing and personal expenses
- d) Medical insurance and medical expenses not covered by insurance
- e) Passport and visa costs
- f) All other debts and costs incurred during the course of the exchange
- g) Financial certification acceptable to the host institution
- h) If a student voluntarily withdraws after the date for full tuition refund from the host institution or is dismissed for disciplinary reasons at any time after commencement of the exchange, the home institution shall not be allowed to substitute another student or add an additional student in future academic years. Any refund for housing, meal plans or other fees shall be determined by the host institution policies as applied to all other withdrawing students.

The home institution shall notify its participating students of requirements for visas and passports. The host institution shall provide documents needed for obtaining appropriate visas, permits or approvals, but shall not have any responsibility to assure their granting. Students shall be responsible to comply with all immigration laws and regulations of the host country.

Students are required to follow the host institution's health/medical insurance policies during the exchange.

Students shall respect the academic requirements of both home and host institutions and be subject to the social and academic codes of conduct and policies and procedures of the host institution.

The host institution reserves the right to require the withdrawal of any student whose academic standing or conduct warrants such action. The host institution shall consult with the home institution before finalizing such action. The parties agree that there will be no replacement for students who do not complete an exchange.

***KLU and Tongji students will admit their own students. By the time (the third semester) they all arrive in Knoxville, KLU and Tongji students will have been admitted***

*as non-degree seeking students in order for their student information to be included in the Banner system (this process is currently being finalized with the UTK Graduate School).*

### **Admission Standards (UTK Students)**

The admissions group at the HCB will perform reviews of student files along with the faculty program leader from the department of Marketing and Supply Chain Management. This group will review all applications and recommend prospective students for admission to the program. The following admission and retention standards will guide the process for admission to the program for UTK students.

- Meet requirements for admission to the UT Graduate School. Admission to graduate study requires a bachelor's degree with a satisfactory grade point average from a college or university accredited by the appropriate regional accrediting agency or foreign equivalent. The Graduate Council requires a minimum grade point average of 2.7 out of a possible 4.0, or a 3.0 during the senior year of undergraduate study. Applicants with previous graduate work must have a grade point average of 3.0 on a 4.0 scale or equivalent on all graduate work.
- Hold an undergraduate's degree in business (or equivalent) from an accredited program. Applicants from international programs will be reviewed on an individual basis.
- Undergraduate student recommendation letters from faculty are required.
- All students must adhere to all UTK ethical and professional standards (per UTK Hilltopics, <http://hilltopics.utk.edu/student-code-of-conduct/>).

### **Retention Standards**

- A minimum grade of B in all HCB courses and a 3.00 cumulative GPA is required for continuation in the program; and
- All students must adhere to all UTK ethical and professional standards (per UTK Hilltopics, <http://hilltopics.utk.edu/student-code-of-conduct/>).

### **Graduation Standards**

To be eligible for graduation, students must:

- Complete the entire curriculum plan per UTK Graduate School policies as specified by the University of Tennessee.

### **Procedure for Application to Program**

- Complete Haslam College of Business Application Form by agreed upon date.

- Adhere to application deadlines and other requirements as posted on the Haslam College of Business website; and
- Students will be admitted in cohorts. Should a student be unable to continue the sequence of courses with their admitted cohort, they will be able to continue their course work with the next available course of studies for the subsequent cohort.

## C. Evaluation

### Graduate Programs

The evaluation and assessment for the MS-SCM will follow the precedent set in the existing BSBA-Supply Chain Management and MS-Business Analytics programs for the Southern Association of Colleges and Schools Commission on Colleges and Schools (SACS COC) for regional accreditation and Association to Advance Collegiate Schools of Business (AACSB) for business accreditation. The College underwent a five-year maintenance of accreditation process for both the College and its accounting program in spring 2012 and received official notification of continued accreditation of both until 2017. Our next review will be spring 2017 and we are currently preparing the internal reports for that process, which is due in fall 2016. While the proposed MS in Supply Chain Management will not begin until fall 2017 if approved, we will nonetheless be producing relevant information on the program as part of that reporting process, including the proposed curriculum, faculty, information on partner schools, required resources, and information on how this program fits with the broader supply chain management strategy. We do not anticipate any problems with the ultimate accreditation of the program once it is approved and underway.

The proposed learning outcomes for the program will be:

- 1) demonstration of an understanding of the concepts and principles that are essential for managing and controlling the five main supply chain processes: planning, sourcing, making, delivering, and returning
- (2) demonstration of the ability to articulate how supply chain management processes create value for the businesses they serve
- (3) demonstration of the ability to assess and solve a real business problem through their capstone project.

A Faculty Director will be selected by the HCB Associate Dean of Graduate and Executive Education and the Department Head of Marketing and Supply Chain Management. Working with the UT faculty teaching in the program and the MSCM Department Head, the Director will evaluate the partnership with KLU and Tongji on an annual basis to ensure that the coursework adheres to the curriculum and the quality meets UTK standards. The three partner schools will regularly meet to evaluate and improve the program and are committed to routine communication regarding the program and its students. Teaching faculty from KLU and Tongji have qualifications similar to

UTK faculty and the Faculty Director will monitor the student population for any issues that arise with faculty from KLU or Tongji.

**The following section describes selected aspects of the evaluation process.**

### **Course Evaluations**

Course evaluations constitute a significant part of the evaluation of teaching effectiveness. At the end of each semester, course faculty solicits *anonymous* evaluations via the Student Assessment of Instruction System (SAIS) to determine students' perceptions of the educational process. This step in the evaluation process seeks feedback about the overall achievement of course objectives, clarity of the course outline, relevance of selected learning experiences, and teaching effectiveness. The Program Director receives the course evaluations, reviews them, provides a copy to individual faculty for self-correction, and supports the faculty in improving instruction.

### **Peer Evaluation of Teaching**

The Department of Marketing & Supply Chain Management (MSCM) has long employed a systematic approach to peer evaluation of teaching developed in conjunction with the Tennessee Teaching and Learning Center. For over 10 years, MSCM has maintained a regular schedule of performing peer evaluations for faculty. New faculty are peer evaluated during their second year; assistant professors are evaluated at least twice before going up for tenure; any faculty member going up for tenure or promotion is evaluated in the year before that promotion; faculty with identified teaching shortcomings are peer-evaluated as needed to help facilitate improvement. The peer review is performed by a team of outstanding faculty teachers as selected by the Department Head. These outstanding teachers will be evaluate the effectiveness or ineffectiveness of teaching. The Haslam College of Business is currently studying the adoption of a consistent policy across the college. The Program Director will monitor the teaching evaluation of faculty from KLU and Tongji and address any shortcomings with the Faculty Director for these schools.

### **University Review of Academic Programs**

The University of Tennessee conducts academic program reviews to “improve the quality of the university’s academic offerings, to achieve the best use of available resources, and to foster cooperation among the academic and administrative units.” The academic program reviews are coordinated by the Office of the Provost, sharing the planning, conduct, and follow-up process with the academic unit. Programs are reviewed on a five-year cycle. The MSCM department’s last review was just completed in 2016.

## **Annual Survey of MS-SCM Graduates and their Employers**

The Haslam College of Business will annually survey graduates of the program. Specific data collected will include advancement/promotion, assessment of utility of course content to work environment and job specifics. The MSCM faculty will use this data to recommend program improvements. Other programs such as the Master of Accountancy program have used these type of surveys to significantly change the program over the last few years.

### **D. Accreditation**

#### **Accrediting Organizations**

Southern Association of Colleges and Schools Commission on Colleges and Schools (SACS COC) for regional accreditation and Association to Advance Collegiate Schools of Business (AACSB) for business accreditation.

#### **Target Date for Accreditation:**

**SACS COC:** We will be simultaneously working with SACS COC during the THEC process to ensure that a robust quality program is submitted for consideration.

**AACSB:** The Haslam College of Business first earned the Association to Advance Collegiate Schools of Business (AACSB) accreditation in 1947, becoming the 53<sup>rd</sup> school to earn this distinguished accreditation from the leading accrediting body for business schools. Currently, only 650 schools worldwide hold this honor. The College underwent a five-year maintenance of accreditation process for both the College and its accounting program in spring 2012 and received official notification of continued accreditation of both until 2017. Our next review will be spring 2017 and we are currently preparing the internal reports for that process, which is due in fall 2016. While the proposed MS in Supply Chain Management will not begin until fall 2017 if approved, we will nonetheless be producing relevant information on the program as part of that reporting process, including the proposed curriculum, faculty, information on partner schools, required resources, and information on how this program fits with the broader supply chain management strategy. We do not anticipate any problems with the ultimate accreditation of the program once it is approved and underway.

## **III. RELATED UNDERGRADUATE PROGRAMS**

The Haslam College of Business offers nine majors, listed below. Each major consists of 24 hours of major coursework that combine two areas of emphasis. Students have a choice between a "collateral" option and a "dual concentration" option. The collateral option consists of 15 hours in the primary emphasis and 9 hours in the secondary emphasis. The dual concentration option consists of 12 hours in each emphasis. There are some exceptions to this structure in the economics, public administration and statistics majors.

Students are required to take 18 of the 24 major hours (75 percent) in residence at the University of Tennessee. This 24-hour major requirement includes all major, collateral and/or dual concentration coursework. A minimum grade of C must be earned in every major course, including the major, collateral and dual concentration courses. The diagram below portrays all possible combinations for majors, collaterals, and dual concentrations.

| MAJORS                             | COLLATERALS<br>9 hours |                    |           |                  |         |                           |                        |                                     |            |           |      | DUAL CONCENTRATIONS<br>12 hours |                         |                    |                        |                   |                                     |           |                         |
|------------------------------------|------------------------|--------------------|-----------|------------------|---------|---------------------------|------------------------|-------------------------------------|------------|-----------|------|---------------------------------|-------------------------|--------------------|------------------------|-------------------|-------------------------------------|-----------|-------------------------|
|                                    | ACCOUNTING             | BUSINESS ANALYTICS | ECONOMICS | ENTREPRENEURSHIP | FINANCE | HUMAN RESOURCE MANAGEMENT | INFORMATION MANAGEMENT | INTERNATIONAL BUSINESS <sup>3</sup> | MANAGEMENT | MARKETING | MATH | RESOURCE MANAGEMENT             | SUPPLY CHAIN MANAGEMENT | BUSINESS ANALYTICS | INFORMATION MANAGEMENT | INTERNAL AUDITING | INTERNATIONAL BUSINESS <sup>3</sup> | MARKETING | SUPPLY CHAIN MANAGEMENT |
| ACCOUNTING                         |                        |                    |           |                  | ●       |                           | ●                      | ●                                   |            |           |      |                                 |                         |                    |                        |                   |                                     |           | ●                       |
| BUSINESS ANALYTICS                 |                        |                    | ●         |                  | ●       |                           | ●                      |                                     |            | ●         |      |                                 | ●                       |                    | ●                      |                   | ●                                   | ●         | ●                       |
| ECONOMICS <sup>1</sup>             | ●                      | ●                  |           |                  | ●       |                           |                        |                                     | ●          |           | ●    |                                 |                         |                    |                        |                   |                                     |           |                         |
| FINANCE                            | ●                      | ●                  | ●         | ●                |         |                           | ●                      | ●                                   | ●          | ●         |      |                                 |                         |                    |                        |                   |                                     |           | ●                       |
| HUMAN RESOURCE MANAGEMENT          |                        |                    |           | ●                |         |                           | ●                      | ●                                   |            | ●         |      |                                 |                         |                    |                        |                   | ●                                   |           |                         |
| MANAGEMENT                         |                        |                    | ●         | ●                |         | ●                         | ●                      | ●                                   |            | ●         |      | ●                               |                         |                    |                        |                   |                                     |           |                         |
| MARKETING                          |                        |                    | ●         | ●                |         | ●                         | ●                      | ●                                   |            |           |      | ●                               | ●                       |                    |                        |                   |                                     |           | ●                       |
| PUBLIC ADMINISTRATION <sup>2</sup> |                        |                    |           |                  |         |                           |                        |                                     |            |           |      |                                 |                         |                    |                        |                   |                                     |           |                         |
| SUPPLY CHAIN MANAGEMENT            |                        | ●                  | ●         |                  |         | ●                         | ●                      | ●                                   |            | ●         |      |                                 |                         | ●                  | ●                      | ●                 | ●                                   | ●         |                         |

<sup>1</sup> In addition to its collateral options, economics also offers areas of focus in environmental economics, health economics, industrial organization, international economics, labor economics, money/macroeconomics, public economics, quantitative economics, and regional/urban economics.  
<sup>2</sup> Interested public administration majors may design their own area of focus by strategically selecting electives from upper-level offerings in economics and political science.  
<sup>3</sup> Students pursuing international business are required to have an international educational experience.

This Master of Science in Supply Chain Management (MS-SCM) will complement and enhance the foundational work that is being taught at the undergraduate level. The MS-SCM program will complement UTK College of Engineering programs by allowing students to build upon their undergraduate engineering education with graduate coursework in supply chain management.

#### IV. DEMAND/NEED FOR THE PROGRAM

##### A. Academic/Institutional Need

As stated earlier, the MSSCM program is consistent with the goals and priorities of UTK. In addition, so far as we are aware, this will be the only MS in supply chain management

program offered in the State of Tennessee, and it will be offered by one of the highest rated programs in the country. The proposed MS-SCM would differ significantly from the MBA with a supply chain management concentration. The MBA is a general business degree primarily intended to prepare students from a wide variety of backgrounds for a career in business and leadership. The SCM concentration within the MBA program is 9 credit hours and offers students the opportunity to gain a better understanding of how SCM delivers value within the overall business.

The proposed MS-SCM would be a degree focused on developing deep expertise in SCM for students who already have basic preparation via either an undergraduate in business or engineering. SCM has rapidly evolved into a broad and complex field, and employers are demanding graduates who are well-prepared across the discipline. This degree would offer 39 hours of credit dedicated to SCM and key adjacencies such as international business.

## B. Student Demand

Enrollment in similar programs at peer supply chain schools indicates that there is more than sufficient demand to meet our initial and ongoing enrollment targets. Of the top 10 universities for graduate supply chain management programs, as ranked by Gartner (July 2016), 8 out of the top 10 have specific MS programs in supply chain management and all of the top 5, with the exception of the University of Tennessee, have this type of program. In fact, it could be argued (except for University of Wisconsin) that the lack of this MS-SCM program is one of the few hurdles that impedes UT's rise to the top position.

| Rank | University                            | MS in SCM |
|------|---------------------------------------|-----------|
| 1    | Penn State University                 | Yes       |
| 2    | University of Tennessee               | No        |
| 3    | Michigan State University             | Yes       |
| 4    | University of Michigan                | Yes       |
| 5    | Massachusetts Institute of Technology | Yes       |
| 6    | Georgia Institute of Technology       | Yes       |
| 7    | Rutgers University                    | Yes       |
| 8    | University of Wisconsin               | No        |
| 9    | Arizona State University              | Yes       |
| 10   | University of Texas, Dallas           | Yes       |

Initial recruitment will focus on well-qualified undergraduate students at the Haslam College of Business and the UTK College of Engineering. In addition to targeted information sessions to these key audiences, we will also solicit faculty for

recommendations on high performing students in these disciplines who would be a good match for the program. Targeting well-qualified undergraduate students within the Haslam College of Business has been a successful model for the HCB's Master of Accountancy program, and we are confident that a majority of the cohort will come from these groups. We will also promote the new program on the College's website, social media, search engine optimization (SEO) and other marketing collateral. Given the College's global reputation and ranking in supply chain management, we anticipate a number of applications from out-of-state, so digital marketing via the program website and related electronic exposure is the best way to capture this demographic.

### C. Employer Need

According to the Bureau of Labor Statistics, supply chain management will continue to be one of the fastest growing industries for jobs over the next decade. In fact, supply chain jobs are expected to grow by 22% through 2020, compared to just 11% for all occupations.<sup>5</sup> Yet despite this demand, the supply of skilled, formally trained supply chain professionals possessing the combination of technical know-how, management training and a global mindset remains low. As previously stated in the introduction, 43% of supply chain executives believe that it is more difficult to find supply chain talent than it was two years ago, and 26% of those executives describe the situation as "extremely challenging." The situation is likely to get worse.<sup>6</sup>

In a 2014 article in *Supply Chain Management Review*, Christopher Craighead and Kusumal Ruamsook suggest that the industry is in the midst of a talent "perfect storm" based on current and emerging trends in the supply chain talent pool.<sup>7</sup> Their analysis focuses on four factors creating this crisis:

\* Industry Demand for New Supply Chain Talent – Demand for talent is estimated to exceed supply by a ratio of 6 to 1.

\* Supply Chain Talent Gaps – Talent shortages resulting from Baby Boomers' retirement will be more pronounced for supply chain given industry demand, especially at the mid-management level.

\* Supply Chain Profession Dynamics – A growing skills gap exists with the transition from an industrial economy to an information/services economy.

\* Potential Business Faculty Shortages – Full-time business faculty in supply chain management comprise 1.5% of overall business faculty, thereby limiting formal supply chain course offerings.

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<sup>5</sup> The Rise in Business-Analytics Degrees 05/14/2013 01:52 pm ET | Updated Jul 14, 2013, Huffinton Post

<sup>6</sup> The Chief Supply Chain Officer Report 2014, [Kevin O'Marah](#), Chief Content Officer, [Geraint John](#), Senior Vice President, Research, [Barry Blake](#), Vice President, Research, [Pierfrancesco Manenti](#), Vice President, Research, *SCM World* 24 September 2014.

<sup>7</sup> Ruamsook, K., & Craighead, C.W., 2014, "A Supply Chain Talent Perfect Storm?," *Supply Chain Management Review*, vol. 18, no. 1, pp. 12-17.

This crisis is not limited to North America or Europe, but is global in nature. A recent Deloitte survey of 400 executives of multinational firms found that 71% reported difficulty in recruiting supply chain leadership worldwide.<sup>8</sup> As supply chain management continues to develop in emerging markets, this trend will become even more pronounced. Clearly, something must be done to reverse this trend.

The proposed MS-SCM is well positioned to partially address this talent shortage. While other institutions are recognizing the need and offering expanded programming in supply chain management at both the undergraduate and graduate level, the market is far from saturated. In the State of Tennessee, there are currently no specific Master of Science in Supply Chain Management programs. This offering will be distinctive in that it will be one of the few that delivers content in a strategic and integrative approach with emphasis not only on the critical components of supply chain, but also on developing strong leadership capabilities and a global mindset – skills and abilities employers are seeking, but having difficulty finding.

Based on this, the knowledge with which the students will be equipped includes: strategic sourcing and purchasing; manufacturing, including capacity planning, technology solution, production scheduling, and materials planning; inventory management and inbound and outbound transportation; the linkage with the customer service, sales, promotion, and marketing activities; information technology for efficient supply chain and logistics management; and managing the information flow to support efficient trade and customer-supplier relationship by taking advantage of various electronic commerce enabling technologies. The program will also prepare students for the ongoing digitization of supply chain management, including coverage of the Internet of Things, Advanced Robotics, and 3D/additive manufacturing.

With this approach, the MS-SCM will translate to real job market value for graduates of the program and position them for lucrative management careers with global firms. A master's degree in supply chain is one of the few specialty master's offerings where compensation is equivalent to, or in some cases higher, than MBA compensation. In a 2015 study, *Poets & Quants* found that students graduating with a Master of Science in Supply Chain Management commanded a slightly higher salary than MBA graduates with a supply chain concentration.<sup>9</sup> With demand growing, this degree is being introduced at the right time to produce world-class supply chain management professionals who can meet the complex supply chain needs of global companies.

In addition to the research above, please find letters of support from industry partners and others validating this need and the value added to their respective organizations as a result of hiring graduates from this program in Appendix B.

### No Unnecessary Duplication

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<sup>8</sup> Deloitte, Supply Chain Talent of the Future, Findings from the third annual supply chain survey, pp.1-20.

<sup>9</sup> Why Supply Chain Management Has Become A Hot Major At Business Schools by Alison Damast on June 6, 2015. Poets and Quants.

As mentioned above, there are currently no specific MS-SCM programs in the State of Tennessee. Middle Tennessee State University offers a Master of Science in Management degree with supply chain management offered as one of three concentration areas, but that offering doesn't provide the number of specific supply chain courses, curricular integration, or the international component that are all hallmarks of the proposed MS-SCM program.

## V. ESTIMATED SIZE OF THE PROGRAM

### A. Estimates of Number of Students and Full-Time Equated Enrollment and Number of Graduates

| Program Year | Full-Time Students | International Headcount Anticipated* | Total Year Students | FTE | Graduates** |
|--------------|--------------------|--------------------------------------|---------------------|-----|-------------|
| 1            | 8                  | 2                                    | 10                  | 10  | 0           |
| 2            | 17                 | 3                                    | 20                  | 20  | 10          |
| 3            | 17                 | 3                                    | 20                  | 20  | 20          |
| 4            | 17                 | 3                                    | 20                  | 20  | 20          |
| 5            | 17                 | 3                                    | 20                  | 20  | 20          |

\* In addition to International Students directly enrolled via UT, *all of the students from KLU and Tongji will be international students who are on the UTK campus for one semester.*

\*\* It is projected that the new program will bring 10 additional graduate students to the College in its first year and then 20 additional graduate students in subsequent years. As previously mentioned, there is a current shortage of qualified supply chain management talent, so the positive impact of the program will be felt immediately.

The Haslam College of Business currently offers a supply chain management concentration within its existing full-time MBA program as well as an Executive MBA in Global Supply Chain Management. It is expected that the proposed program will complement, and not compete, with these existing programs, primarily because the target audience is different. The proposed MS program is designed for students with 0-3 years of professional work experience; a portion of these students will have no full-time experience, coming instead directly from undergraduate programs, particularly from disciplines such as business and engineering. In contrast, the full-time MBA program targets students with more work experience, currently averaging nearly 4.5 years, so it isn't anticipated that the new program will have a negative impact on MBA enrollment. Should there be a situation in which a prospective student qualifies for and is considering

both the MS in Supply Chain Management and the MBA, the prospect would be guided to the program that best fits her/his experience and professional goals by the graduate program recruitment and admissions staff, which handles admissions for all graduate programs at the College. The Executive MBA program is designed for seasoned professionals, most of which have at least 10 years of related professional work experience and, as such, would not have any overlap or be negatively impacted by the new program.

## **B. Basic Assumptions Used in Estimating Size of Program**

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Please note that the above projections are for UTK only and are consistent with the enrollment projections for our institutional partners. In other words, each of the three institutions projects 10 students for year 1, so the total cohort enrollment will be 30 students. The initial year projection is very conservative and, to some extent, deliberate given the nature of a new program. It is anticipated that interest and demand in the program will increase in subsequent years as it becomes more established. However, the current plan is to keep it selective and manageable with a target of 20 students per year for each of the three partner schools, resulting in cohorts of 60 total students in steady state. It is anticipated that the proposed program will also enroll a high number of students directly from their undergraduate programs.

## **C. Location of Comparable Programs in Tennessee**

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In addition, as far as we are aware this will be the only master of science in supply chain management offered in the State of Tennessee and will be offered by one of the highest ranked programs in the country.

# **VI: FACULTY**

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## **A. Faculty Currently Employed**

### *The University of Tennessee, Haslam College of Business*

The Department of Marketing & Supply Chain Management consists of 26 total faculty members. The Supply Chain Management faculty is made up of 5 full professors, 4 associate professors, 2 assistant professors, and 4 lecturers and collectively are considered global leaders in supply chain research. Graduate programs in supply chain management in the Haslam College of Business are ranked second in the nation, according to “Survey Analysis: Top 25 North American Supply Chain Graduate University Programs,” a report issued July 14 by Gartner, a leading industry research

company. The supply chain program was ranked #2 for graduate programs by Gartner in 2016<sup>10</sup>, the #3 SCM school globally by SCM World's University 100<sup>11</sup>, and is the #4 ranked school for empirical supply chain research by The SCM List<sup>12</sup>. From a resource standpoint, the faculty is capable of successfully delivering this program with existing resources. Current SCM faculty resources are listed below:

| <b>Faculty Name</b>       | <b>Rank</b>               | <b>Tenure/Tenure Track</b> | <b>Expertise</b>  | <b>Status</b> |
|---------------------------|---------------------------|----------------------------|---|---------------|
| Dr. Chad Autry            | Professor/Department Head | Yes                        | Supply Chain Network Design   | Full-Time     |
| Dr. John Bell             | Associate Professor       | Yes                        | Supply Chain Network Design and Risk                                    | Full-Time     |
| Dr. Randy Bradley         | Assistant Professor       | Yes                        | IT in the Supply Chain  | Full-Time     |
| Dr. Christopher Craighead | Professor                 | Yes                        | Global Supply Disruptions, Strategic Sourcing, Procurement              | Full-Time     |
| Dr. Paul Dittman          | Senior Lecturer           | No                         | Logistics   | Full-Time     |
| Dr. Stephanie Eckerd      | Assistant Professor       | Yes                        | Behavioral Operations   | Full-Time     |
| Dr. Mary Holcomb          | Professor                 | Yes                        | Logistics, Network Design   | Full-Time     |
| Dr. Diane Mollenkopf      | Associate Professor       | Yes                        | Logistic & Supply Chain Integration, Returns Management, Sustainability | Full-Time     |
| Dr. Lloyd Rinehart        | Associate Professor       | Yes                        | Logistics   | Full-Time     |
| Dr. Alexandre Rodrigues   | Lecturer                  | No                         | Global Logistics Strategy & Operations, Inventory Strategy &            | Full-Time     |

<sup>10</sup> <http://www.gartner.com/newsroom/id/3409617>

<sup>11</sup> <http://www.scmworld.com/uni-100/>

<sup>12</sup> <http://www.scmli.com/home/university-rankings/empirical-report/>

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|                |                     |     | Deployment                                  |           |
| Dr. Shay Scott | Senior Lecturer     | No  | Global Supply Chain Management              | Full-Time |
| Dr. Ted Stank  | Professor           | Yes | Strategic Logistics, Supply Chain Concepts  | Full-Time |
| Dr. Wendy Tate | Associate Professor | Yes | Global Supply Chain Operations, Procurement | Full-Time |

### **Kühne Logistics University**

Kühne Logistics University consists of 19 total resident faculty members. The Supply Chain faculty who will teach in the MS-SCM program is comprised of 1 full professor, 3 associate professors, 3 assistant professors, and 1 adjunct and collectively are considered global leaders in supply chain and logistics research. With the logistics and supply chain management professorships, KLU will cover all relevant research fields in the area of transportation, logistics, and supply chain management. The professorships in the area of Management & Economics represent the second pillar in KLU's research profile and will allow intensive interdisciplinary research to take place. From a resource standpoint, the faculty is capable of successfully delivering this program with existing resources. Current KLU faculty resources are listed below:

| <b>Faculty Name</b> | <b>Rank</b>         | <b>Tenure/Tenure Track</b> | <b>Expertise</b>                                  | <b>Status</b> |
|---------------------|---------------------|----------------------------|---|---------------|
| Dr. Hanno Friedrich | Assistant Professor | Yes                        | Freight Transportation - Modelling and Policy     | Full-Time     |
| Dr. Asvin Goel      | Associate Professor | Yes                        | Decision Support Systems, Computational Logistics | Full-Time     |
| Dr. Kai Hoberg      | Associate Professor | Yes                        | Benchmarking, Network                             | Full-Time     |

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|                          |                           |     | Design                               |           |
| Dr. Günter Lang          | Adjunct Professor         | Yes | Empirical Economics, Economic policy | Full-Time |
| Dr. Çerağ Pinçe          | Assistant Professor       | Yes | Service Logistics                    | Full-Time |
| Dr. Sandra Transchel     | Associate Professor       | Yes | Supply Chain Coordination            | Full-Time |
| Dr. Christian Tröster    | Assistant Professor       | Yes | Supply Chain Coordination            | Full-Time |
| Dr. Niels Van Quaquebeke | Professor/Department Head | Yes | Negotiation                          | Full-Time |

### **I. Seminar of Economics and Management at Tongji University, Shanghai**

It is the mission at the School of Economics and Management (SEM) at Tongji University to develop the professionals needed by China and the world capable of using their knowledge and skills to solve practical problems. They achieve this through high quality research in focused areas of management and through the networks we are building, both academically and professionally. Empowered by its internationalization and an excellent service support system, SEM is bridging the management fields and the business world in China with those of the world. Through the advanced teaching methodology used in our educational approach, we seek to share our academic accomplishments and the successful management experiences of Chinese enterprises with peers and entrepreneurs both at home and abroad.

The Supply Chain faculty who will teach in this program are comprised of 3 full professors, 1 associate professor, 1 assistant professor, and collectively are considered global leaders in supply chain and logistics research. Tongji has a large SCM management department and therefore sufficient resources from which to draw. Tongji faculty resources teaching in the program are listed below:

| <b>Faculty Name</b> | <b>Rank</b>        | <b>Tenure/Tenure Track</b> | <b>Expertise</b> | <b>Status</b> |
|---------------------|--------------------|----------------------------|------------------|---------------|
|                     |                    |                            |                  |               |
| Dr. Jiazhen Huo     | Professor and Dean | Yes                        | Supply Chain     | Full-Time     |

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|                  |                          |     | Management                |           |
| Dr. Qiqi Jiang   | Assistant Professor      | Yes | Knowledge Management      | Full-Time |
| Dr. Shijin Wang  | Associate Professor      | Yes | Optimization, Data Mining | Full-Time |
| Dr. Dehua Yang   | Professor                | Yes | Optimization, Data Mining | Full-Time |
| Dr. Sidong Zhang | Kuehne Chair & Professor | Yes | Supply Chain Performance  | Full-Time |

## B. Faculty Resumes

### II. Professors at UTK– Haslam College of Business at the University of Tennessee, Knoxville

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| Name incl. academic title<br>Institutional Association | <b>Chad Autry, Ph.D., William J. Taylor</b><br><b>Professor of Supply Chain Management and</b><br><b>Head, Department of Marketing and Supply</b><br><b>Chain Management, University of Tennessee</b>  |
| Academic Background                                    | <p><b><u>Education</u></b></p> <ul style="list-style-type: none"> <li>▪ Ph.D. In Business Administration, Supply Chain Management Concentration, The University of Oklahoma, 2001</li> <li>▪ Master of Business Administration, Oklahoma City University, 1997</li> <li>▪ Bachelor of Business Administration, The University of Oklahoma, 1993</li> </ul> <p><b><u>Professional Academic Experience</u></b></p> <ul style="list-style-type: none"> <li>▪ Head, Department of Marketing and Supply Chain Management, University of Tennessee, Knoxville, Tennessee February 2016 – Present</li> <li>▪ William J. Taylor Professor of Supply Chain Management,</li> </ul> |

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|   | <p>University of Tennessee, Knoxville, Tennessee, June 2010 – Present</p> <ul style="list-style-type: none"> <li>▪ Associate Professor of Supply Chain Management; Chair of Department of Management; AACSB Accreditation Director, Oklahoma City University, Oklahoma City, Oklahoma, 2008-2010</li> <li>▪ Assistant Professor of Supply Chain Management, Texas Christian University, Ft Worth, Texas, 2005-2008</li> <li>▪ Caterpillar Research Fellow and Assistant Professor of Marketing, Bradley University, Peoria, Illinois, 2001-2005</li> </ul> |
| Professional Career   | <ul style="list-style-type: none"> <li>▪ The Limited Corporation (operations)</li> <li>▪ Dillard’s Department Stores (operations)</li> <li>▪ Comida Concepts Inc. (operations)</li> </ul>  |
|   | <p><b>Research Interests</b></p> <ul style="list-style-type: none"> <li>▪ Supply chain relationships</li> <li>▪ Supply chain innovation</li> <li>▪ Future of SCM</li> <li>▪</li> </ul>   |
| Cooperation with Industry   | <ul style="list-style-type: none"> <li>▪ American Airlines/AMR</li> <li>▪ Boise Pacific Corporation</li> <li>▪ Bradley University Athletic Dept.</li> <li>▪ ConAgra Corporation</li> <li>▪ Goodwill Industries Inc.</li> <li>▪ ProLogistix</li> <li>▪ United States Air Force</li> <li>▪ United States Marine Corps</li> <li>▪ United States Army Materiel Command</li> </ul>  |
| Publications (selected; five most important journal articles, book chapters etc.) | <p><b><u>Journal Articles and book chapters</u></b></p> <ul style="list-style-type: none"> <li>▪ Chad W. Autry, Michael R. Williams, and William C. Moncrief. Improving Professional Selling</li> </ul>  |

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|  | <p>Effectiveness through Alignment of Buyer and Seller Exchange Approaches. <i>Journal of Personal Selling and Sales Management</i>, Vol. 33, No. 2, pp. 165-84 (2013). This paper was named the Marvin Jolson Award Winner for Best Paper in the <i>Journal of Personal Selling and Sales Management</i> published in 2013.</p> <ul style="list-style-type: none"> <li>▪ Chad W. Autry, Scott J. Grawe, Patricia J. Daugherty, and R. Glenn Richey. The Effects of Technological Turbulence and Breadth on Supply Chain Technology Acceptance and Adoption. <i>Journal of Operations Management</i>, Vol. 28, No. 6, pp. 522-536 (2010).</li> <li>▪ Chad W. Autry and Susan L. Golicic. Evaluating Interfirm Relationship-Performance Spirals: A Longitudinal Study. <i>Journal of Operations Management</i>, Vol. 28, No. 1, pp. 87- 100 (2010). This paper was named the Best Paper in <i>Journal of Operations Management</i> for 2010.</li> <li>▪ Zachary S. Williams, Nicole Ponder, and Chad W. Autry. Supply Chain Security Culture: Measure Development and Validation. <i>International Journal of Logistics Management</i>, Vol. 20, No. 2, pp. 243-260 (2009). This paper won the journal's Highly Commended Award for best paper published in 2009.</li> <li>▪ Theodore P. Stank, Patricia J. Daugherty, and Chad W. Autry. Collaborative Planning: Supporting Automatic Replenishment Programs.</li> </ul> |
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Supply Chain Management: An International Journal, Volume 4, Number 2, pp. 75-85 (1999). This paper won SCM's Highly Commended Award for best paper in 1999-2000.

**Books**

- Autry, Chad W., Thomas J. Goldsby and John E. Bell (2012), Global Macrotrends and their Impact on Supply Chain Management New York: Financial Times Press: Pearson Inc.

**Conference Publications**

- Tyler R. Morgan, R. Glenn Richey, and Chad W. Autry. The Evolution of Supply Chain Transparency: A Scale Development. To be presented at Western Decision Sciences Institute Annual Conference, Maui, HI, March 2015.
- Alexander Krasnikov, Kelley Hewett, and Chad W. Autry. Market Transition and Implementation of the Marketing Concept. Presented at American Marketing Association Winter Marketing Educators' Conference, San Antonio, TX, February 2015.
- William J. Rose, Chad W. Autry, and John E. Bell. Tailoring Urban Logistics Strategies to Location-Specific Characteristics: An Agent-based Simulation Approach. Presented at the Decision Sciences Institute Annual Conference, Tampa, FL, November 2014.
- Douglas Gray, Theodore P.

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|              | <p>Stank, Chad W. Autry, and Mike Burnette. Bending the Chain: Integrating Purchasing and Logistics. Presented at the Council of Supply Chain Management Professionals Annual Global Conference, San Antonio, TX, September 2014.</p> <ul style="list-style-type: none"> <li>▪ Tyler R. Morgan, Chad W. Autry, and Frank G. Adams. Developing a Returns Competency: The Influence of Collaboration and IT Capabilities. Presented at Society for Marketing Advances Annual Conference, Orlando, FL, November 2012. Finalist for Best Paper in Supply Chain Management Track.</li> </ul> |
| <p>Other</p> | <p><b><u>Memberships in Professional Associations</u></b></p> <ul style="list-style-type: none"> <li>▪ Council of Supply Chain Management Professionals: Education Strategies Committee, 2010-2013; SCPro Certification Task Force, 2011-2014; Annual Conference Track Chair, 2004</li> <li>▪ Warehouse Education and Research Council: Global Conference Chair, 2013; National Board of Directors, 2011-2013</li> <li>▪ Production and Operations Management Society</li> <li>▪ Institute for Supply Management</li> </ul>   |

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| Name incl. academic title<br>Institutional Association                            | <b>John E. Bell, Ph.D. Associate Professor of Supply Chain Management, Department of Marketing and Supply Chain Management, University of Tennessee</b>  |
| Academic Background   | <p><b><u>Education</u></b></p> <ul style="list-style-type: none"> <li>▪ B.S. US Air Force Academy</li> <li>▪ M.S. Air Force Institute of Technology</li> <li>▪ PhD. Auburn University</li> </ul> <p><b><u>Professional Academic Experience</u></b></p> <ul style="list-style-type: none"> <li>▪ Air Force Institute of Technology 2003-06</li> <li>▪ Georgia College &amp; State University 2006-10</li> <li>▪ University of Tennessee 2010-Present</li> </ul>   |
| Professional Career   | US Air Force Officer (Lt. Colonel) 1990-2010, Logistics and Aircraft Maintenance   |
|   | <p><b><u>Research Interests</u></b></p> <ul style="list-style-type: none"> <li>▪ Logistics Management, Vehicle Routing, Location Analysis, Sustainability, Risk Management, Metaheuristic Optimization</li> </ul>  |
| Cooperation with Industry   | <ul style="list-style-type: none"> <li>▪ SC Transparency Research – SC Johnson Co.</li> <li>▪ Natural Resources Research – US Air Force</li> <li>▪ Vehicle Routing Research – Domino’s Inc.</li> </ul>   |
| Publications (selected; five most important journal articles, book chapters etc.) | <p><b><u>Journal Articles and book chapters</u></b></p> <ul style="list-style-type: none"> <li>• Bell, John E., Randy V. Bradley, Brian S. Fugate and Benjamin T. Hazen (2014). “Logistics Information System Evaluation: Assessing External Technology Integration and Supporting Organizational Learning,” <i>Journal of Business Logistics</i>, Vol. 35(4), pp. 338-358.</li> <li>• Fleming, Christopher L., Stanley E. Griffis, and John E. Bell (2013), “The Effects of Triangle Inequality on the Vehicle Routing Problem,”</li> </ul> |

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|   | <p><i>European Journal of Operational Research</i>, Vol. 224(1), pp. 1-7.</p> <ul style="list-style-type: none"> <li>▪ Bell, John E., Chad W. Autry, Diane A. Mollenkopf, and LaDonna M. Thornton (2012), “A Natural Resource Scarcity Typology: Theoretical Foundations and Strategic Implications for Supply Chain Management,” <i>Journal of Business Logistics</i>, Vol. 33(2), pp. 158-166.</li> <li>▪ Bell, John E. and Stanley E. Griffis (2010), “Swarm Intelligence: Application of the Ant Colony Optimization Algorithm to Logistics-Oriented Vehicle Routing Problems” <i>Journal of Business Logistics</i>, Vol. 31(2), pp. 157-175.</li> <li>▪ Bell, John E. and Patrick R. McMullen (2004), “Ant Colony Optimization Techniques for the Vehicle Routing Problem,” <i>Advanced Engineering Informatics</i>, Vol. 18, pp. 41-48.</li> </ul> <p><b><u>Books</u></b></p> <ul style="list-style-type: none"> <li>• Autry, Chad W., Thomas J. Goldsby and John E. Bell (2012), <u>Global Macrotrends and their Impact on Supply Chain Management</u> New York: Financial Times Press: Pearson Inc.</li> </ul> |
| <ul style="list-style-type: none"> <li>• Other</li> </ul> | <p><b><u>Memberships in Professional Associations</u></b></p> <ul style="list-style-type: none"> <li>▪ Council of Supply Chain Mgt. Professionals</li> <li>▪ Decision Sciences Institute</li> </ul>  |

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| <p>Name incl. academic title<br/>Institutional Association</p> | <p><b>Diane A. Mollenkopf, Ph.D.</b><br/><b>McCormick Associate Professor of Logistics,<br/>Department of Marketing and Supply Chain<br/>Management, University of Tennessee</b></p>  |
| <p>Academic Background</p>                                     | <p><b><u>Education</u></b><br/><b>Ph.D.- <i>Drexel University</i></b>, Philadelphia, PA<br/>U.S.A.<br/>Marketing Channels and International Business<br/><b>MBA- <i>Michigan State University</i></b>, East<br/>Lansing, MI U.S.A.<br/>Logistics and Materials Management<br/><b>BSBA- <i>Bowling Green State University</i></b><br/>Bowling Green, OH U.S.A.<br/>Marketing and International Business<br/><b><u>Professional Academic Experience</u></b><br/><b><i>University of Tennessee, Knoxville</i></b><br/>2010 – Present <i>McCormick Associate<br/>Professor of Logistics</i><br/>2008 – 2010 <i>Associate Professor</i><br/>2005 – 2008 <i>Assistant Professor</i></p> <p><b><i>Michigan State University</i></b><br/>Department of Marketing &amp; Supply Chain<br/>Management<br/>East Lansing, MI USA<br/>2002 – 2005 <i>Assistant Professor</i></p> <p><b><i>Lincoln University</i></b><br/>Commerce Division<br/>Canterbury, New Zealand<br/>1997 – 2002 <i>Senior Lecturer in Marketing<br/>&amp; Distribution</i><br/>1994 – 1997 <i>Lecturer in Marketing &amp;<br/>Distribution</i></p> |
| <p>Professional Career</p>                                     | <p><b>1990-1994 Inter-Media Marketing</b><br/>West Chester, PA, USA<br/>Marketing Project Consultant<br/><b>1986-1989 Yves Rocher, Inc.</b>,<br/>West Chester, PA, USA<br/>Product Manager, Direct Response Television<br/><i>Logistics Manager</i><br/><b>1983-1986 Avon Products, Inc.</b><br/>Newark, DE, USA<br/>Return Goods Supervisor</p>  |

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|   | Distribution Supervisor  |
|   | <p><b>Research Interests</b><br/> Logistics and supply chain integration within and across firms; Returns management and reverse logistics; Closed loop supply chains, Environmentally sustainable supply chain practices</p>  |
| Cooperation with Industry   | <p>2010-2016-3 US Air Force Research grants (3) - relating to natural resource scarcity, closed loop supply chains and the green/lean interface<br/> 2016 – Supply Chain Transparency Research with multiple firms, resulting in GSCI White Paper on Transparency</p>  |
| Publications (selected; five most important journal articles, book chapters etc.) | <p><b><u>Journal Articles and book chapters</u></b></p> <p>Frankel, R., <b>Mollenkopf, D.</b> (2015). Cross-Functional Integration Revisited: Exploring the Conceptual Elephant <i>Journal of Business Logistics</i>, 36(1): 18-24. Guest editorial for Special Topic Forum on Cross-Functional Integration Revisited: Enhancing Rigor and Relevance.</p> <p>Stank, T.P.; Pellathy, D.; In, J., <b>Mollenkopf, D.A.</b>; Bell, J.E. (forthcoming). New Frontiers in Logistics Research: Theorizing at the Middle Range. <i>Journal of Business Logistics</i>.</p> <p>Tate, W.L.; <b>Mollenkopf, D.</b>; Stank, T.P.; DeSilva, A. (2015). Integrating Supply and Demand. <i>Sloan Management Review</i>, 56(4), 15-18.</p> <p>Bell, J.; <b>Mollenkopf, D.</b>; Stolze, H. (2013). Natural Resource Scarcity and the Closed-Loop Supply Chain: A Resource-Advantage View, <i>International Journal of Physical Distribution and Logistics Management</i>. 43(5), 351 – 379. <i>Shortlisted for Emerald Publishing Group’s 2013 Social Impact Award.</i></p> <p>Bell, J.E.; Autry, C.W.; <b>Mollenkopf, D.A.</b> Thornton, L.M. (2012). A Natural Resource Scarcity Typology: Theoretical Foundations and Strategic Implications for Supply Chain Management, <i>Journal of Business Logistics</i>, 33(2), 158-166.</p> <p><b>Mollenkopf, D.</b>, Frankel, R., and Russo, I. (2011) Creating Value through Returns Management: Exploring the Marketing-</p> |

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|       | <p>Operations Interface, <i>Journal of Operations Management</i>, Special Issue on Field Research in Operations and Supply Chain Management, 29, 391-403.</p>               |
| Other | <p><b><u>Memberships in Professional Associations</u></b></p> <ul style="list-style-type: none"> <li>▪ CSCMP; Decision Sciences Institute; Academy of Management</li> </ul> |

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| Name incl. academic title<br>Institutional Association                            | <b>Lisa Murray, M.A., Senior Lecturer,<br/>Assistant Department Head, Department of<br/>Marketing and Supply Chain Management,<br/>University of Tennessee</b>  |
| Academic Background   | <p><b><u>Education</u></b></p> <ul style="list-style-type: none"> <li>▪ M.A. English, Boston College, Chestnut Hill, MA</li> <li>▪ B.A. English Secondary Education, Asbury College, Wilmore, KY</li> </ul> <p><b><u>Professional Academic Experience</u></b></p> <ul style="list-style-type: none"> <li>▪ Senior Lecturer, Business Communication, Department of Marketing and Supply Chain Management, University of Tennessee, 2008 – Present</li> </ul> |
| Professional Career   | <ul style="list-style-type: none"> <li>▪ Teacher, Concord-Carlisle High School, Concord, MA, 2001-2003</li> <li>▪ Teacher, Framingham High School, Framingham, MA, 1995-2001</li> <li>▪ Instructor, Boston College, Chestnut Hill, MA, 1994-1995</li> <li>▪ Teacher, Pan American Christian Academy, Sao Paulo, Brazil, 1993</li> </ul>   |
|   | <p><b><u>Research Interests</u></b></p> <ul style="list-style-type: none"> <li>▪ Business Communication</li> <li>▪ Coaching international MBA students</li> <li>▪ Teaching and learning</li> </ul>  |
| Cooperation with Industry   | N/A   |
| Publications (selected; five most important journal articles, book chapters etc.) | N/A   |
| Other   | <p><b><u>Memberships in Professional Associations</u></b></p> <ul style="list-style-type: none"> <li>▪</li> </ul>   |

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| <p>Name incl. academic title<br/>Institutional Association</p> | <p><b>Shay D. Scott, Ph.D., Managing Director, Global Supply Chain Institute; Senior Lecturer, Department of Marketing and Supply Chain Management, University of Tennessee</b></p>  |
| <p>Academic Background</p>                                     | <p><b><u>Education</u></b></p> <ul style="list-style-type: none"> <li>▪ PhD, University of Tennessee, 2012</li> <li>▪ MS Industrial Engineering, Systems Engineering concentration, University of Tennessee, 2000</li> <li>▪ Master of Business Administration, University of Tennessee, 2000</li> <li>▪ BS Civil and Environmental Engineering, University of Tennessee, 1997</li> </ul> <p><b><u>Professional Academic Experience</u></b></p> <ul style="list-style-type: none"> <li>▪ Senior Lecturer, Department of Marketing and Supply Chain Management, University of Tennessee, 2009 – Present</li> <li>▪ Managing Director, Global Supply Chain Institute, University of Tennessee, 2011 – Present</li> <li>▪ Director, Global Business Institute, University of Tennessee, 2009 – 2012</li> <li>▪ Adjunct Lecturer, Department of Marketing and Supply Chain Management, University of Tennessee, 2005 – 2009</li> </ul> |
| <p>Professional Career</p>                                     | <ul style="list-style-type: none"> <li>▪ Dell, Inc., various SCM leadership positions, 2000-2004</li> <li>▪ AlliedSignal (Honeywell), ERP implementation team, 1999</li> <li>▪ Rentenbach Engineering Company, project manager, project engineer, 1995 – 1999</li> </ul>   |
|  | <p><b><u>Research Interests</u></b></p> <ul style="list-style-type: none"> <li>▪ Supply chain strategy</li> <li>▪ International business</li> <li>▪ Supply chain talent development</li> </ul>   |

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| <p>Cooperation with Industry</p>   | <ul style="list-style-type: none"> <li>▪ Dell, Inc.; Landair Transport, Inc.; CTI Pet Systems, Inc. (GE); AlliedSignal (Honeywell); Trade Management Solutions, Inc.; Foothills Family Practice; The Helm Construction Group</li> </ul>  |
| <p>Publications (selected; five most important journal articles, book chapters etc.)</p> | <p><b><u>Journal Articles and book chapters</u></b></p> <ul style="list-style-type: none"> <li>▪ <b>Stank, T.P., C. Lynch, and S.D. Scott (2006).</b> “Logistics Outsourcing.” In Mentzer, J.T., Myers, M.B., and Stank, T.P (Eds.) Handbook of Global Supply Chain Management. Sage Publications: Thousand Oaks, CA.</li> </ul> <p><b><u>Invited Publications</u></b></p> <ul style="list-style-type: none"> <li>▪ Scott, S.D., Autry, C., Burnette, M., Dittmann, J.P., and T.P. Stank (2015) The Top 10 Myths of Supply Chain Talent Development, <i>Supply Chain Quarterly</i>, Quarter 3.</li> <li>▪ Scott, S.D., Burnette, M., Stank, T.P., Dittmann, J.P., and C. Autry (2015) “Supply Chain Talent: Our Most Important Resource” In Stank, T.P, Dittmann, J.P., Burnette, M. and Autry, C. (Eds) <i>The Supply Chain Game Changers: Applications and Best Practices that are Shaping the Future of Supply Chain Management</i></li> <li>▪</li> </ul> |
| <p>Memberships in Professional Associations</p>  | <ul style="list-style-type: none"> <li>▪ Council of Supply Chain Management Professionals</li> </ul>   |

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| <p>Name incl. academic title<br/>Institutional Association</p> | <p><b>Wendy L. Tate, Ph.D</b><br/><b>Associate Professor, Department of Marketing and Supply Chain Management, University of Tennessee</b></p>  |
| <p>Academic Background</p>                                     | <p><b><u>Education</u></b><br/><b>Ph.D.</b><br/>Arizona State University, Tempe, AZ U.S.A.<br/>degree conferred August 2006</p> <p><b>M.B.A.</b><br/>Arizona State University, Tempe, AZ U.S.A.<br/>International Business<br/>Degree conferred May 1993</p> <p><b>B.S.</b><br/>Arizona State University, Tempe, AZ U.S.A.<br/>Operations Management<br/>degree conferred December 1989</p> <p><b><u>Professional Academic Experience</u></b><br/>2006 – Present<br/>University of Tennessee<br/>Department of Marketing &amp; Supply Chain Management</p> <p>2002 – 2006<br/>Arizona State University<br/>Supply Chain Management Department</p> |
| <p>Professional Career</p>                                     | <p>2001 – 2002<br/>Edward Jones Financial Company, Tempe, AZ<br/><i>Investment Representative</i></p> <p>2000 – 2001<br/>Sun Valley Insurance Company, Phoenix, AZ<br/><i>Director of Administration/Operational Support</i><br/><i>Business Systems Analyst</i></p> <p>2000 – 2001<br/>Associationfinancial.com, Inc. Tempe, AZ<br/><i>Director of Operations</i></p> <p>1985 – 2000<br/>Samuel Lawrence Furniture &amp; Co. Phoenix, AZ</p>   |

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|   | <p><i>Mgr Corporate Planning &amp; Supply Chain Management</i><br/> <i>Corporate Planning Manager</i></p>   |
|   | <p><b>Research Interests</b></p> <ul style="list-style-type: none"> <li>▪ Strategic Sourcing</li> <li>▪ Offshoring/Outsourcing/Location Decision</li> <li>▪ Sustainability</li> </ul>   |
| Cooperation with Industry   | <ul style="list-style-type: none"> <li>• Designing, Managing and implementing an effective cost management system. CAPS Project, \$60,000.</li> <li>• “Commoditization of Logistics Services”, Volkswagen Research Grant, 2015.</li> <li>• “Trends in Offshore Outsourcing”; Council of Supply Chain Management Professionals, 2014.</li> </ul>   |
| Publications (selected; five most important journal articles, book chapters etc.) | <p><b>Journal Articles</b></p> <p>Knight, L., Tate, W.L., Matopoulos, A., Meehan, J., Salmi, A. (Forthcoming). <i>Breaking the Mold: Process Innovation in Purchasing and Supply Management Research</i>. Editorial for Novel Methods Special Issue: <u>Journal of Purchasing and Supply Management</u>.</p> <p>Tate, W.L., Ellram, L., Schmeltelze, Ullrich (Forthcoming). <i>A Little Help From My Friends: How Purchasing Gains Influence in Complex B2B Services: The Case of Legal</i>. <u>Journal of Business and Industrial Marketing</u>.</p> <p>Tate, Wendy L., Ellram, Lisa M. (Forthcoming). Research Note: <i>The Use of Secondary Data in Purchasing/Supply Management Literature</i>. <u>Journal of Purchasing and Supply Management</u>.</p> <p>Murfield, Monique L. Ueltschy, Esper, Terry L., Tate, Wendy L., Petersen, Kenneth J. (2016). <i>Supplier Accommodation of Customers and Potential Role Conflict: Supply Chain Relationship Implications</i>. <u>Journal of Business Logistics</u> (Forthcoming).</p> <p>Pimenta M.L., DaSilva, A., Tate, W.L. (2016). <i>Characteristics of cross-functional integration dynamics in Brazilian organizations</i>. <u>International Journal of Logistics Management</u>, 27.2.</p> <p>Knight, L. and Tate, Wendy L. (2016). <i>Editorial from the Incoming Editors: Setting Out</i>. <u>Journal of Purchasing and Supply Management</u>, 22.2: 69-71.</p> <p>Kirchoff, J., Tate, W.L. Mollenkopf, D.A., (2016) <i>The Impact of Strategic Organizational Orientations on Green Supply Chain Management and Firm Performance</i>. <u>International Journal of Physical Distribution and Logistics Management</u>, 46.3: 269-292.</p> |

Bals, Lydia/Daum, Anika/Tate, Wendy (2015): From Offshoring to Rightshoring: Focus on the Backshoring Phenomenon, *AIB Insights*, Volume 15, Number 4, pp. 3-8.

Schoenherr, T, Tate, W.L., Ellram, L.M., (2015) *The use of panel data in Supply Chain Management Research*. Target: Journal of Business Logistics, 36 (3) 288-300.

Tate, W.L., Mollenkopf, D., Stank, T.P., DeSilva, A. (2015). *Demand and Supply Integration: Bridging the Great Divide*. Sloan Management Review, 56 (4): 16-18.

Ellram, L.M., Tate, W.L. (2015) *Redefining Supply Management's Contribution in Services Sourcing?* Journal of Purchasing and Supply Management, 21 (1), pp. 64-78.

#### **Book Chapters**

Tate, Wendy/Bals, Lydia (Eds., 2016/2017): Special Issue on Outsourcing/Offshoring Insights: Going Beyond Reshoring to Rightshoring; *International Journal of Physical Distribution & Logistics Management*.

Diane Mollenkopf, Wendy Tate, and Theodore Stank, "Demand and Supply Integration: Bridging the Great Divide to Maximize Organizational Value Creation," in *Supply Chain Integration*, Chad Autry and Mark Moon, eds., Pearson: New York. 2016.

Schumann, D., Tate, W.L., Powell, A. "Bridging the Integration Gap: How to effectively communicate to meet demand and supply integration," in *Supply Chain Integration*, Chad Autry and Mark Moon, eds., Pearson: New York. 2016.

Bals, Lydia and Tate, Wendy (2016): *Implementing Triple Bottom Line Sustainability into Global Supply Chains*, Sheffield, UK: Greenleaf Publishing.

Bals, Lydia and Tate, Wendy (2016): The journey from triple bottom line (TBL) sustainable supply chains to TBL shared value chain design, In L. Bals & W.L. Tate (Eds.), *Implementing Triple Bottom Line Sustainability into Global Supply Chains* (pp. 1-12). Sheffield, UK: Greenleaf Publishing.

Saunders, L., Tate, W.L., Miemczyk, J., Zsidisin, G. The Influence of Network Exchange Brokers on the Implementation of Sustainable Supply Chain Practices Chapter in L. Bals & W.L. Tate

(Eds.), *Implementing Triple Bottom Line Sustainability into Global Supply Chains* (pp. 1-12). Sheffield, UK: Greenleaf Publishing.

Ellram, L.E., Tate, W.L. *Sustainable Supply Chain Management: Measuring Performance*. Chapter in *Sustainable Supply Chain Management – publication 2016.* , In L. Bals & W.L. Tate (Eds.), *Implementing Triple Bottom Line Sustainability into Global Supply Chains*. Sheffield, UK: Greenleaf Publishing.

### **Books**

Bals, Lydia/Tate, Wendy (Eds., 2016): *Implementing Triple Bottom Line Sustainability into Global Supply Chains*, Greenleaf Publishing. Available June 2016.

Tate, W.L. (2014). *Global Strategic Sourcing*. Training Text for Purchasing Module of SCPro at CSCMP.

Ellram, L.M., Tate, W.L. (2013). *Sourcing to Support the Green Initiative*. Business Expert Press Book.

### **Conference Publications**

Matopoulos, A. Tate, W. and Price, B. and Li, Y. (2016). Product-process-supply chain (3DCE) involvement in improving resource efficiency, In proceedings of the 11<sup>th</sup> PP European Research Seminar on Logistics and SCM, 12-13 May, Vienna, Austria.

Li, Y., Matopoulos, A., Tate, W., and Price, B. (2016). 3DCE implications of increasing resource efficiency in the automotive industry, In proceedings (USB) of the 23<sup>rd</sup> PP Conference of European Operations Management Association, 19-22 June, Trodheim, Norway.

Kreis, Yvonne, Tate, Wendy and Bals, Lydia (2016): *Advancing Theory on Support Chains: Balancing Financial, Information and Material Flows*, presented at the 7<sup>th</sup> European Decision Sciences Institute (EDSI) Conference, Helsinki, Finland.

Kreis, Yvonne, Tate, Wendy and Bals, Lydia (2016): *Advancing Theory on Support Chains: Balancing Financial, Information and Material Flows* , presented at the 2016 POMS Annual Conference, Orlando, United States.

Tate, Wendy and Bals, Lydia (2016): *What Hybrid Business Models can Teach Sustainable Supply Chain Management: The Role of Social Identity and Capabilities*, presented at the 7<sup>th</sup> European Decision Sciences Institute (EDSI) Conference, Helsinki,

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|       | <p>Finland.</p> <p>Bals, Lydia and Tate, Wendy (2016): Sustainable Supply Chain Design: Configuration Archetypes of Physical and Support Chains, presented at the 11th CSCMP European Research Seminar (ERS), Vienna, Austria.</p> <p>Tate, Wendy and Bals, Lydia (2016): Conceiving and Executing Sustainable Supply Chains: Towards a Social Resource-Based View of the Firm, competitive paper, presented at the 25th IPSERA conference, Dortmund, Germany.</p> <p>Tate, Wendy and Bals, Lydia (2016): What Hybrid Business Models can Teach Sustainable Supply Chain Management: The Role of Entrepreneurs' Social Identity and Social Capabilities, working paper, presented at the 25th IPSERA conference, Dortmund, Germany.</p> |
| Other | <p><b><u>Memberships in Professional Associations</u></b></p> <ul style="list-style-type: none"> <li>• Member, Decision Sciences Institute, 2003-Present</li> <li>• Member, Council of Supply Chain Management Professionals, 2005-Present</li> <li>• Member, Institute for Supply Management, 2004-Present</li> <li>• Member, Academy of Management, 2010-Present</li> <li>• Member and Executive Committee, IPSERA, 2006-Present</li> </ul>   |

### III. Professors at KLU – Kühne Logistics University, Hamburg

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|---------------------|--|
| Name                | <b>Prof. Dr. Hanno Friedrich</b><br>Kühne Logistics University (since September 2015)  |
| Academic Background | <p><b><u>Education</u></b></p> <p><b>2006-2010</b><br/> Karlsruhe Institute of Technology; Karlsruhe, DE</p> <ul style="list-style-type: none"> <li>▪ Dissertation in economics:<br/> “Simulation of Logistics in Food Retailing for Freight Transportation Analysis”</li> </ul> <p><b>2006</b><br/> Institute for Transport (IVF) at the German Aerospace Center (DLR); Berlin, DE</p> <ul style="list-style-type: none"> <li>▪ Visiting scientist</li> </ul> <p><b>1998-2003</b><br/> University of Karlsruhe; Karlsruhe, DE</p> <ul style="list-style-type: none"> <li>▪ Studies in industrial engineering,<br/> Degree: Diplom-Wirtschaftsingenieur (Dipl.-Wi.-Ing.)</li> </ul> <p><b>2001-2002</b><br/> “Ecole de Management Lyon” (EM Lyon); Lyon, FR</p> <ul style="list-style-type: none"> <li>▪ International exchange programme (ERASMUS)</li> </ul> <p><b><u>Professional Academic Experience</u></b></p> <p><b>2011 - 2015</b><br/> TU Darmstadt; Darmstadt, Germany</p> <ul style="list-style-type: none"> <li>▪ Junior Professor for Commercial Transport</li> </ul> <p><b>2010 - 2011</b><br/> Karlsruhe Institute of Technology (KIT); Karlsruhe, Germany</p> <ul style="list-style-type: none"> <li>▪ Postdoctoral Research and Teaching Assistant</li> </ul> <p><b>1999 - 2003</b><br/> University of Karlsruhe; Karlsruhe, Germany</p> <ul style="list-style-type: none"> <li>▪ Student assistant at the Institute for Transport (IfV) and the Institute for Applied Informatics (AIFB )</li> </ul> |

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| <p>Professional Career</p>                           | <p><b>2004 - 2010</b><br/>McKinsey &amp; Company</p> <ul style="list-style-type: none"> <li>▪ Senior Associate (on leave to work on doctoral thesis from 2006 to 2009)</li> <li>▪ Activities: consulting projects 2004-2006 and 2009-2010 (see “Project Experience”) faculty for in-house training during 2006-2009 doctoral leave</li> </ul> <p><b>2002</b><br/>McKinsey &amp; Company (3 months)</p> <ul style="list-style-type: none"> <li>▪ Intern</li> </ul> <p><b>1999</b><br/>Union Internationale de Chemin de Fer UIC (2 months)</p> <ul style="list-style-type: none"> <li>▪ Intern</li> </ul> <p><b>1998</b><br/>DB Netz AG (3 months)</p> <ul style="list-style-type: none"> <li>▪ Intern</li> </ul> <p><b>1997 - 1998</b><br/>Arbeiter-Samariter-Bund Karlsruhe (ASB);<br/>Karlsruhe, Germany</p> <ul style="list-style-type: none"> <li>▪ Civil service</li> </ul> |
| <p>Research and Development Plans (last 5 years)</p> | <p><b><u>Research Interests</u></b></p> <ul style="list-style-type: none"> <li>▪ Freight transport demand modelling</li> <li>▪ Transport economics</li> <li>▪ Risk management in transport and logistics</li> <li>▪ Food logistics</li> </ul>  |
| <p>Cooperation with Industry (last 5 years)</p>      | <p><b><u>Projects at KLU:</u></b></p> <p><b>2016 - 2018:</b> FALCON Freight And Logistics in a Multimodal Context (Adisory Board)</p> <ul style="list-style-type: none"> <li>▪ Partner: HAN, VTI, DLR, TNO, IFSTTAR, BRRC, CUTS, MAN, Michelin</li> </ul> <p><b><u>Projects at TU Darmstadt:</u></b></p> <p><b>2013 - 2015:</b> SEAK:<br/>Decision support for food supply shortfalls</p>  |

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|  | <ul style="list-style-type: none"> <li>▪ Partner: TU Darmstadt, KIT, 4flow AG</li> </ul> <p style="margin-left: 40px;"><b>2014:</b> Dynamo PLV (2nd phase):<br/>dynamic and seamless integration of production, logistics and traffic</p> <ul style="list-style-type: none"> <li>▪ Partner: TU Darmstadt and EBS</li> </ul> <p style="margin-left: 40px;"><b>2011 - 2013:</b> Dynamo PLV (1st phase):<br/>dynamic and seamless integration of production, logistics and traffic</p> <ul style="list-style-type: none"> <li>▪ Partner: TU Darmstadt and EBS</li> </ul> <p style="margin-left: 40px;"><b>2013:</b> Conference: ICPLT<br/>(International Conference of Production Logistics and Transport)</p> <ul style="list-style-type: none"> <li>▪ Partner: TU Darmstadt and EBS</li> </ul> <p style="margin-left: 40px;"><b>2012:</b> Market-volume estimation for the transportation and storage of dangerous goods in Germany</p>   |
| <p style="text-align: center;">Publications (selected)</p> | <p><b><u>Journal Articles</u></b></p> <p>Ottmöller Ole, Friedrich Hanno (2016): “Opportunities of sectoral freight transport demand modelling”, Case Studies on Transport Policy, Volume 4, Issue 1, March 2016, p. 9-12, Elsevier, 2016.</p> <p>Friedrich, H. and Gump, J. (2014): “Simplified Modeling and Solving of Logistics Optimization Problems”. International Journal of Transportation, special issue on “Recent Advances of Metaheuristics for Solving Transportation and Logistics Problems”, Volume 2, No.1 (2014), p.33-52, SERSC, 2014.</p> <p>Liedtke, G. and Friedrich, H. (2012): “Generation of logistics networks in freight transportation models”. Transportation, Volume 39, Issue 6, pp.1335-1351, Springer, 2012.</p> <p><b><u>Books/Book Chapters</u></b></p> <p>Thaller, Carina, Dahmen, Benjamin, Liedtke, Gernot, Friedrich, Hanno (2015): “Freight Transport Demand Modelling – Typology of Characterizing Freight Transport Demand Models”, chapter in: “Commercial Transport:</p> |

Proceedings of the 2nd Interdisciplinary Conference on Production Logistics and Traffic 2015”, Clausen, Uwe, Friedrich Hanno, Thaller Carina, Geiger Christiane eds., ISBN 3319212664, Springer, 2015.

Hansen, Ole and Friedrich Hanno (2015): “An Inventory-Focused Analysis of German Food Supply Chains: The Case of Dairy Products”, chapter in: “Commercial Transport: Proceedings of the 2nd Interdisciplinary Conference on Production Logistics and Traffic 2015”, Clausen, Uwe, Friedrich Hanno, Thaller Carina, Geiger Christiane eds., ISBN 3319212664, Springer, 2015.

Friedrich, H., Tavasszy, L., Davydenko, I. (2013): “Distribution Structures”. In: “Modelling Freight Transport”, L. Tavasszy and G. de Jong, eds., Elsevier, 2013.

Friedrich, H. and Balster A. (2013): “Supply Chain Risk Analysis with Extended Freight Transportation Models”. In: “Freight Transport Modelling”, M. Ben-Akiva, H. Meersman, E. van de Voorde, eds., Emerald, 2013.

Gabler, M., Schröder, S., Friedrich, H., Liedtke, G. (2013): “Generierung der Nachfragestrukturen für die mikroskopische Simulation des städtischen Distributionsverkehrs im Lebensmittelhandel”. In: “Wirtschaftsverkehr 2013”, U. Clausen and C. Thaller, eds., C. Springer, 2013.

Babani, J., Liedtke, G., Friedrich, H. (2011): “Identifikation von Tourtypen in Fahrzeugtagebüchern”. In: “Wirtschaftsverkehr 2011”, U. Clausen, ed., Verlag Praxiswissen, 2011.

Friedrich, H. (2010): “Simulation of Logistics in Food Retailing for Freight Transportation Analysis”, dissertation at the Karlsruhe Institute of Technology (KIT), published online (<http://digbib.ubka.uni-karlsruhe.de/volltexte/1000020602>).

Friedrich, H., Liedtke, G., Spahn, M. (2007): “Die Relation zwischen Wirtschaftsakteuren als zukünftige Bezugsgröße für mikroskopische Güterverkehrsmodelle”. In: “Wirtschaftsverkehr 2007”, U. Clausen, ed., Verlag Praxiswissen, 2007.

### **Conference Publications**

Boltze, Manfred., Rühl, Frederik., Berbner, Ulrich, and Friedrich, Hanno (2015): The interdisciplinary decision map - A reference model for production, logistics and traffic. In: TRB 94th Annual Meeting Compendium of Papers DVD, 11.-15. January 2015, Washington D.C., USA.

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Truong, T., Chotchai, C., Friedrich, H. (2013): "Success factors for financial sustainability of toll road projects in China", proceedings of the *PPP Conference 2013*, 06-07 November 2013, Antwerp, Belgium.

Rühl, F., Freudenreich, T., Berbner, U., Ottemöller, O., Friedrich, H., Boltze, M. (2013): "Production, Logistics, and Traffic: A Systematic Approach to Understand Interactions", proceedings of the *WCTRS Conference on Transportation Research 2013*, 15-18 July 2013, Rio de Janeiro, Brazil.

Rühl, F., von Mörner, M., Friedrich, H., Özsucu, Ö. (2013): "Assessing the impacts of HGV tolls and transport logistics", proceedings of the *WCTRS Conference on Transportation Research 2013*, 15-18 July 2013, Rio de Janeiro, Brazil.

Liu, H., Friedrich, H., Zhang, L. (2013): "Modeling of Freight Transport Distribution in Germany – A Discussion of Traditional Distribution Models and a new Procedure for Performance Improvement", proceedings of the *WCTRS Conference on Transportation Research 2013*, 15-18 July 2013, Rio de Janeiro, Brazil.

Ottemöller, O. und Friedrich, H. (2013): "A Concept for Modeling Freight Transport within Supply Networks of the Automotive Industry", proceedings of the *WCTRS Conference on Transportation Research 2013*, 15-18 July 2013, Rio de Janeiro, Brazil.

Münzberg, T., Berbner, U., Friedrich, H., Comes, T., Gross, W., Schultmann, F., Pfohl, H.-Chr. (2013): "Decision Support for Critical Infrastructure Disruptions: An Integrated Approach to Secure Food Supply", proceedings of the *10<sup>th</sup> International Conference on*

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|  | <p><i>Information Systems for Crisis Response and Management (ISCRAM)</i>, 12-15 May 2013, Baden-Baden, Germany.</p> <p>Friedrich, H., Despotov, S., Zhang, L., Kroner, P. (2012): “Measures of Supply Chain Risk Management”, in: “<i>Proceedings of the 9<sup>th</sup> International Meeting on Logistics Research</i>”, 15-17 August 2012, Montréal, Canada.</p> <p>Friedrich, H. und Ottemöller, O. (2011): “Transferring Methods from Social Dynamic Network Analysis to Freight Transportation”, in: “<i>Proceedings of the 16<sup>th</sup> International Conference of Hong Kong Society for Transportation Studie</i>”, 17-20December, 2011, Hong Kong, VR China.</p> <p>Friedrich, H. (2010): “Simulation of Logistic Structures in Food Retailing to Estimate Demand for Freight Transportation”, in: “<i>Proceedings of the WCTRS Conference on Transportation Research 2010</i>”, 11-15 July 2010, Lisbon, Portugal.</p> <p>Liedtke, G., Friedrich, H., Jochem, P., Keultjes, D., Schröder, S. (2010): “Estimation of the Benefits of Shippers from a Multi-Modal Transport Network”, in: “<i>Proceedings of the WCTRS Conference on Transportation Research 2010</i>”, 11-15 July 2010, Lisbon, Portugal.</p> <p>Friedrich, H. and Liedtke, G. (2009): “Consideration of Logistics for Policy Analysis with Freight Transport Models”, proceedings of the conference “<i>Infraday</i>”, 09-10 October 2009, Berlin, Germany.</p> <p>Liedtke, G. and Friedrich, H. (2008): “Abbildung Logistischer Meso-Strukturen in Güterverkehrsmodellen”, proceedings of the conference “<i>Netzwerkoptimierung</i>”, 06-07 March 2008, Magdeburg, Germany.</p> <p>Friedrich, H. and Liedtke, G. (2007): “Demand Modeling for Microscopic Models in Freight Transport – Modeling the Splitting of the Flow of Goods with Total Logistic Costs”, in: “<i>Proceedings of the WCTRS Conference on Transportation Research 2007</i>”, 24-28 June 2007, Berkeley, USA.</p> <p>Friedrich, H., Carrillo-Murillo, D., Liedtke, G. (2007): “Evaluation of Intermodal Transportation Alternatives with the Total Logistic Cost (TLC)</p> |
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|              | <p>approach”, proceedings of the <i>Conference of Intermodal Transport</i>, 10-12 May 2007, Chios, Greece.</p>  |
| <p>Other</p> | <p><b><u>Committees of Professional Associations</u></b></p> <ul style="list-style-type: none"> <li>▪ <b>Since 2015:</b> World Conference on Transport Research Society (WCTRS): Co-chair of SIG B5 Freight Transport Modeling.</li> <li>▪ <b>Since 2014:</b> European Transport Conference (ETC): Member of the Freight and Logistics committee.</li> <li>▪ <b>Since 2010:</b> Forschungsgesellschaft für Straßen- und Verkehrswesen (FGSV): member of AA 1.8 (Freight Transport) and AK 1.8.4 (Conceptualisation and application of transport demand models estimating commercial transport).</li> </ul> <p><b><u>Conference committees/organisation:</u></b></p> <ul style="list-style-type: none"> <li>▪ <b>2017:</b> Member of Scientific Committee of Interdisciplinary Conference on Production, Logistics and Traffic (ICPLT), September 2017, Darmstadt, Germany.</li> <li>▪ <b>2015:</b> Member of Scientific Committee of URBE URBE - URban freight and BEhavior change 2015, Rome, 1.-2. October 2015, Rome, Italy.</li> <li>▪ <b>2015:</b> Co-Chair of the 2nd Interdisciplinary Conference on Production, Logistics and Traffic (ICPLT), 21-22 July 2015, Dortmund, Germany.</li> <li>▪ <b>2014:</b> Member of the editorial board of the Hanoi International Conference of Logistics and Supply Chain Management, 6-7 October 2014, Hanoi, Vietnam.</li> <li>▪ <b>2013:</b> Organizer of the Interdisciplinary Conference on Production, Logistics and Traffic (ICPLT), 19 - 21 March 2013, Darmstadt, Germany.</li> <li>▪ <b>2013:</b> Co-chair of the session “Großbaustellen – Integrierte</li> </ul> |

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|  | <p>Optimierung von Bauverfahren,<br/>Logistik und Verkehr”<br/>(construction sites - integrated<br/>optimization of construction<br/>processes, logistics, and traffic)<br/>at the 2. Civil Engineering<br/>Congress at Darmstadt, 12 -13<br/>March 2013, Darmstadt,<br/>Germany.</p> |
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| Name                | <b>Prof. Dr. Asvin Goel</b><br>Kühne Logistics University   |
| Academic Background | <p><b><u>Education</u></b></p> <p><b>2013</b><br/> Martin-Luther-University Halle-Wittenberg,<br/> Faculty of Law, Economics and Business, DE</p> <ul style="list-style-type: none"> <li>▪ Habilitation (Dr. rer. pol. habil.)</li> </ul> <p>Thesis title: „Lenk- und Ruhezeitenregelungen<br/> im Straßengütertransport" (Hours of service<br/> regulations in road freight transport)</p> <p><b>2007</b><br/> University of Leipzig, Institute of Computer<br/> Science, Chair of Applied Telematics/e-Business,<br/> Leipzig, DE</p> <ul style="list-style-type: none"> <li>▪ Doctorate degree (Dr. rer. nat.)</li> </ul> <p>Title thesis: Fleet telematics – Real-time<br/> management and planning of commercial vehicle<br/> operations" (magna cum laude)</p> <p><b>January 2004 - July 2004</b><br/> ONE on ONE Spanish English bureau, Buenos<br/> Aires, AR</p> <ul style="list-style-type: none"> <li>▪ Spanish Language Student</li> </ul> <p><b>April 1994 - October 1998</b><br/> University of Göttingen, Göttingen, DE</p> <ul style="list-style-type: none"> <li>▪ Diploma (Mathematics)</li> </ul> <p>Title of thesis: "Network flow problems with<br/> separable convex costs"</p> <p><b>October 1991 - March 1994</b><br/> University of Karlsruhe, Karlsruhe, DE</p> <ul style="list-style-type: none"> <li>▪ Prediploma (Business-<br/> Mathematics)</li> </ul> <p><b>November 1985 - July 1991</b><br/> European School Karlsruhe, Karlsruhe, DE</p> <ul style="list-style-type: none"> <li>▪ European Baccalaureate</li> </ul> <p><b>April 1985 - October 1985</b><br/> Van Hise Middle School, Madison, Wisconsin,<br/> USA</p> <p><b><u>Professional Academic Experience</u></b></p> <p><b>November 2006 - present</b><br/> Zaragoza Logistics Center, Zaragoza, ES</p> <ul style="list-style-type: none"> <li>▪ Adjunct Professor of Supply</li> </ul> |

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|  | <p style="text-align: center;"><b>Chain Management</b><br/> (until Mai 2009: Visiting Associate Research Professor in the MIT-Zaragoza International Logistics Program)</p> <p><b>February 2015</b><br/> Pontificia Universidade Catolica do Rio de Janeiro, Rio de Janeiro, BR</p> <ul style="list-style-type: none"> <li>▪ Visiting Researcher</li> </ul> <p><b>November 2012- January 2015</b><br/> Jacobs University, School of Engineering Science, Bremen, DE</p> <ul style="list-style-type: none"> <li>▪ Associate Professor of International Logistics</li> </ul> <p><b>July 2012 - October 2012</b><br/> University of Duisburg-Essen, Paluno - The Ruhr Institute for Software Technology, Essen, DE</p> <ul style="list-style-type: none"> <li>▪ Research Associate</li> </ul> <p><b>September 2012 - October 2012</b><br/> Jacobs University, School of Engineering Science, Bremen, DE</p> <ul style="list-style-type: none"> <li>▪ Guest Lecturer</li> </ul> <p><b>Mai 2009 - December 2011</b><br/> University of Leipzig, Institute of Computer Science, Chair of Applied Telematics/e-Business, Leipzig, DE</p> <ul style="list-style-type: none"> <li>▪ Research Associate</li> </ul> <p><b>October 2011 - November 2011</b><br/> Jacobs University, School of Engineering Science, Bremen, DE</p> <ul style="list-style-type: none"> <li>▪ Guest Lecturer</li> </ul> <p><b>September 2010 - November 2010</b><br/> Centre Interuniversitaire de Recherche sur les Réseaux d'Entreprise, la Logistique et le Transport (CIRRELT), Montreal, CA</p> <ul style="list-style-type: none"> <li>▪ Visiting Researcher</li> </ul> <p><b>October 2009 - December 2009</b><br/> National ICT Australia (NICTA), Sydney, AUS</p> <ul style="list-style-type: none"> <li>▪ Visiting Researcher</li> </ul> |
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**February 2005 - October 2006**

University of Leipzig, Institute of Computer Science, Chair of Applied Telematics/e-Business, Leipzig, DE

- Research Assistant

**January 2005 August 2006**

MediaLogics, Düsseldorf, DE

- Independent Consultant

**April 2001 - December 2003**

University of Cologne, Department of Computer Sciences and Operations Research, Cologne, DE

- Research Assistant

**March 2001 - September 2003**

Intelligent Corporate Solutions, Cologne, DE

- Independent Consultant and Software Developer

**June 2001**

IKK Landesverband-Westfalen-Lippe, Münster, DE

- Independent Lecturer

**April 2000 - March 2001**

University of Cologne, Regional Computing Center Cologne, Department for Scientific Applications, Cologne, DE

- Research Assistant

**February 1999 - February 2000**

Katalyse Institute for Applied Environmental Research, Cologne, DE

- Civil Service

**April 1995 - October 1998**

University of Göttingen, Institute for Mathematics, Göttingen, DE

- Teaching Assistant

**October 1993 - December 1993**

Osho Ceramics Limited, Hissar, IN

- Trainee in accounting and marketing

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|   | <p><b>October 1992 - September 1993</b><br/> University of Karlsruhe, Institute for Applied Mathematics, Karlsruhe, DE</p> <ul style="list-style-type: none"> <li>▪ Teaching Assistant</li> </ul>   |
| Research and Development Plans (last 5 years) | Logistics and Computer Science  |
| Cooperation with Industry (last 5 years)      | <ul style="list-style-type: none"> <li>▪ <b>2013 – 2014</b><br/> Planning problems in steel production, Industry project</li> <li>▪ <b>2013</b><br/> TrainMOS<br/> Jacobs University, Universidad de Polytechnica de Madrid, Faculdade de Ciencias Sociais Humanas, National Technical University of Athens, Universita degli Studi di Genova, Edingburgh Napier University, Chalmers Tekniska Hoegskola, Organismo Publico Puertos del Estado, CIMNE, Corporacion Maritima Lobeto Lobo, Oceanfinance, Regione Liguria, Circle, City of Gothenburgh</li> <li>▪ <b>2009-2011</b><br/> Hours of Service Regulations in Road Freight Transport<br/> University of Leipzig, Zaragoza Logistics Center</li> <li>▪ <b>2010</b><br/> Truck Driver Scheduling in Canada<br/> University of Leipzig, Centre Interuniversitaire de Recherche sur les Réseaux d'Entreprise, la Logistique et le Transport (CIRRELT)</li> <li>▪ <b>2009</b><br/> Efficiency and Safety in Road Freight Transport<br/> University of Leipzig, National ICT Australia</li> <li>▪ <b>2006-2008</b><br/> Intelligent Supply Chain Labs, MIT Center for Transportation and Logistics, Zaragoza Logistics Center, DHL Exel Supply Chain, Deutsche Post World Net</li> </ul> |
|   | <b><u>Journal Articles</u></b>  |

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| <p>Publications (selected)</p> | <p>A. Goel and S. Irnich (2016): An exact method for vehicle routing and truck driver scheduling problems. <i>Transportation Science</i>, (to appear).</p> <p>O. Herr and A. Goel (2016): Minimising total tardiness for a single machine scheduling problem with family setups and resource constraints. <i>European Journal of Operational Research</i>, 248, pp. 123-135.</p> <p>A. Goel (2014): Hours of service regulations in the United States and the 2013 rule change. <i>Transport Policy</i>, 33(1), pp. 48-55.</p> <p>A. Goel and F. Meisel (2013): Workforce routing and scheduling for electricity network maintenance with downtime minimization. <i>European Journal of Operational Research</i>, 231(1), pp. 210-228.</p> <p>A. Goel and T. Vidal (2013): Hours of service regulations in road freight transport: An optimization-based international assessment. <i>Transportation Science</i> (to appear).</p> <p>A. Goel (2012): A mixed integer programming formulation and effective cuts for minimising schedule durations of Australian truck drivers. <i>Journal of Scheduling</i>, 15(6), pp. 733-741.</p> <p>A. Goel and L. Kok (2012): Truck Driver Scheduling in the United States. <i>Transportation Science</i>, 46(3), pp. 317-326.</p> <p>A. Goel (2012): The minimum duration truck driver scheduling problem. <i>EURO Journal on Transportation and Logistics</i>, 1(4), pp. 285-306.</p> <p>A. Goel and L. M. Rousseau (2012): Truck Driver Scheduling in Canada. <i>Journal of Scheduling</i>, 15(6), pp. 783-799.</p> <p>A. Goel (2012): The Canadian Minimum Duration Truck Driver Scheduling Problem. <i>Computers Operations Research</i>, 39(10), pp. 2359-2367.</p> <p>A. Goel, C. Archetti, and M. Savelsbergh (2012): Truck Driver Scheduling in Australia. <i>Computers Operations Research</i>, 39(5), pp. 1122-1132, 2012.</p> <p>A. Goel and L. Kok (2012): Efficient Scheduling of Team Truck Drivers in the European Union. <i>Flexible Services and Manufacturing Journal</i>, 24(1), pp. 81-96.</p> <p>A. Goel (2010): Truck Driver Scheduling in the</p> |
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European Union. *Transportation Science*, 44(4), pp. 429-441.

A. Goel (2010): The value of in-transit visibility for supply chains with multiple modes of transport. *International Journal of Logistics*, 13(6), pp. 475-492.

A. Goel (2009): Vehicle scheduling and routing with drivers' working hours. *Transportation Science*, 43(1), pp. 17-26.

A. Goel and V. Gruhn (2008): A general vehicle routing problem. *European Journal of Operational Research*, 191(3), pp. 650-660.

### **Books**

A. Goel (2013): Lenk- und Ruhezeitenregelungen im Straßengütertransport. Habilitationsschrift, Juristische und Wirtschaftswissenschaftliche Fakultät, Martin-Luther-Universität Halle-Wittenberg.

A. Goel (2008): In-Transit Visibility. Final Report, Intelligent Supply Chain Labs { Deutsche Post World Net, DHL Exel Supply Chain, MIT Center for Transportation and Logistics, Zaragoza Logistics Center.

A. Goel (2007): Fleet Telematics - Real-time Management and Planning of Commercial Vehicle Operations, volume 40 of Operations Research/Computer Science Interfaces.

### **Articles in collections and proceedings with ISBN**

O. Herr and A. Goel (2014): Comparison of two integer programming formulations for a single machine family scheduling problem to minimize total tardiness. In *Procedia CIRP* (to appear).

A. Goel and F. Meisel (2013): A matheuristic for technician routing with task synchronization. In *Proceedings of the 14th EU/ME Workshop, Hamburg, Germany, 28.2.-1.3.*

A. Goel and T. Vidal (2011): A hybrid genetic algorithm for combined vehicle routing and truck driver scheduling. In L. Di Gaspero, A. Schaerf, and T. Stützle, editors, *Proceedings of the 9th Metaheuristics International Conference*, pp. 575-577.

A. Goel (2011): Problem transformations for

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|  | <p>vehicle routing and scheduling in the European Union. In J. Pahl, T. Reiners, and S. Voß, editors, Network Optimization, volume 6701 of Lecture Notes in Computer Science, pp. 379-384.</p> <p>A. Goel (2010): A column generation heuristic for the general vehicle routing problem. In C. Blum and R. Battiti, editors, Learning and Intelligent Optimization, volume 6073 of Lecture Notes in Computer Science, pp. 1-9.</p> <p>A. Goel (2010): Truck Driver Scheduling and Australian Heavy Vehicle Driver Fatigue Law. In B. McCollum, E. Burke, and G. White, editors, Proceedings of the 8th International Conference on the Practice and Theory of Automated Timetabling (PATAT2010), pp. 201-210.</p> <p>A. Goel (2010): The impact of dynamism on motor carrier performance. In Proceedings of the 3<sup>rd</sup> International Conference on Information Systems, Logistics and Supply Chain - Creating value through green supply chains.</p> <p>A. Goel, V. Gruhn, and T. Richter (2010): Mobile workforce scheduling problem with multitask-processes. In S. Rinderle-Ma, S. Sadiq, and F. Leymann, editors, Lecture Notes in Business Information Processing 43, pp. 81-91.</p> <p>A. Goel (2009): A roadmap for sustainable freight transport. In F. Heyde, A. Löhne, and C. Tammer, editors, Methods of Multicriteria Decision Theory and Applications, pp. 47-56.</p> <p>A. Goel (2008): Dynamic vehicle routing with drivers' working hours. In H. D. Haasis, H. J. Kreowski, and B. Scholz-Reiter, editors, Dynamics in Logistics, pp. 95-102. .</p> <p>A. Goel and V. Gruhn. Integration of telematics for e_icient management of carrier operations. In Proceedings of the IEEE International Conference on e-Business Engineering (ICEBE 2005), pp. 404-408, 2005.</p> <p>A. Goel and V. Gruhn. Lenk- und Ruhezeiten in der Tourenplanung. In Operations Research Proceedings 2006, pp. 343-348. Springer, 2007.</p> <p>A. Goel and V. Gruhn. An operations support system for truckage companies. In Proceedings of the International Conference on Information Systems, Logistics, and Supply Chain (ILS 2006), 2006.</p> |
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|              | <p>A. Goel and V. Gruhn. Drivers' working hours in vehicle routing and scheduling. In Proceedings of the 9th International IEEE Conference on Intelligent Transportation Systems (ITSC 2006), pp. 1280-1285, 2006.</p> <p>A. Goel and V. Gruhn. Collaborative dispatching of commercial vehicles. In Proceedings of the 2<sup>nd</sup> IEEE International Conference on Cybernetics Intelligent Systems (CIS 2006), pp. 115-120, 2006.</p> <p>A. Goel and V. Gruhn. A fleet monitoring system for advanced tracking of commercial vehicles. In Proceedings of the 2006 IEEE International Conference on Systems, Man, and Cybernetics (SMC 2006), pp. 2517-2522, 2006.</p> <p>A. Goel and V. Gruhn. Solving a dynamic real-life vehicle routing problem. In H. D. Haasis, H. Kopfer, and J. Schöonberger, editors, Operations Research Proceedings 2005, pp. 367-372. Springer, 2006.</p> <p>A. Goel and V. Gruhn. Large neighborhood search for rich vrp with multiple pickup and delivery locations. In Proceedings of the 18th Mini EURO Conference on VNS (MEC-VNS), 2005.</p> |
|              | <p><b><u>Memberships in Professional Associations</u></b></p> <ul style="list-style-type: none"> <li>▪ Robust Manufacturing Conference, program committee member</li> <li>▪ Netherlands Organisation for Scientific Research (NOW), review committee member</li> </ul>   |
| <p>Other</p> | <p><b><u>Academic Awards</u></b></p> <ul style="list-style-type: none"> <li>▪ 2014 Best Paper Award in Transportation Science Logistics, INFORMS Transportation Science Logistics Section, Winning article: "A. Goel and T. Vidal. Hours of service regulations in road freight transport: An optimization-based international assessment. Transportation Science, 48(3), pp. 391-412".</li> <li>▪ 2014 Handelsblatt BWL-Ranking. Ranking based on publication output of German-speaking researchers in business studies.</li> </ul> <p>Rank 43 in research achievement within last 5</p>  |

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|  | <p>years<br/>Rank 180 in lifetime research achievement</p> <ul style="list-style-type: none"><li>▪ 2014 Science Award for Supply Chain Management (Finalist) German Logistics Association (BVL).</li><br/><li>▪ 2012 Handelsblatt BWL-Ranking. Ranking based on publication output of all German-speaking researchers in business studies.<br/>Rank 16 for researchers aged below 40<br/>Rank 34 in research achievement within last 5 years<br/>Rank 200 in lifetime research achievement.</li></ul> |
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| Name                | <b>Prof. Dr. Kai Hoberg</b><br>Kühne Logistics University  |
| Academic Background | <p><b><u>Education</u></b></p> <p><b>2006</b><br/> Westfälische Wilhelms-Universität Münster, DE</p> <ul style="list-style-type: none"> <li>▪ Dr. rer. pol. „Analyzing the Fundamental Performance of Supply Chains: A Linear Control Theoretic Approach”, Co-Chairs: Professor Ulrich Thonemann and Professor Jörg Becker</li> </ul> <p><b>2001</b><br/> Universität Paderborn, DE</p> <ul style="list-style-type: none"> <li>▪ Dipl.-Wirt. Ing. in Industrial Engineering at Paderborn University with majors in operations research, production management and electrical engineering, Diplom thesis “Practical Model Formulations and Solutions in Detailed Facility Layout Planning“”</li> </ul> <p><b><u>Professional Academic Experience</u></b><br/> <b>since 2012</b><br/> Kühne Logistics University, Hamburg, DE</p> <ul style="list-style-type: none"> <li>▪ Associate Professor of Supply Chain and Operations Strategy</li> </ul> <p><b>2012</b><br/> National University of Singapore, SG</p> <ul style="list-style-type: none"> <li>▪ Visiting scholar at the NUS Business School</li> </ul> <p><b>2010 - 2012</b><br/> University of Cologne, DE</p> <ul style="list-style-type: none"> <li>▪ Assistant Professor for Supply Chain Management</li> </ul> <p><b>2005 - 2006</b><br/> University of Cologne, DE</p> <ul style="list-style-type: none"> <li>▪ Research and teaching assistant at the Seminar for Supply Chain Management and Management</li> </ul> |

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|  | <p style="text-align: center;">Science</p> <p><b>2004</b><br/>Israel Institute of Technology, Haifa, IL</p> <ul style="list-style-type: none"> <li>▪ Visiting scholar at the School of Industrial Engineering and Management</li> </ul> <p><b>2002</b><br/><b>Cornell University, Ithaca, New York, USA</b></p> <ul style="list-style-type: none"> <li>▪ Visiting scholar at the S. C. Johnson Graduate School of Management</li> </ul> <p><b>2001 - 2005</b><br/>Westfälische Wilhelms-Universität Münster, DE</p> <ul style="list-style-type: none"> <li>▪ Research and teaching assistant at the Institute of Supply Chain Management</li> </ul> <p><b>2000 - 2001</b><br/>Universität Paderborn, DE</p> <ul style="list-style-type: none"> <li>▪ Students research assistant at the Institute for Production Management</li> </ul> |
| <p style="text-align: center;">Professional Career</p>                           | <p><b>2006 - 2010</b><br/>Booz Company (formerly Booz Allen Hamilton), NZ</p> <ul style="list-style-type: none"> <li>▪ Project manager and strategy consultant in the European Operations team with functional focus on supply chain and operations management</li> </ul>  |
| <p style="text-align: center;">Research and Development Plans (last 5 years)</p> |  |
| <p style="text-align: center;">Cooperation with Industry (last 5 years)</p>      | <ul style="list-style-type: none"> <li>▪ Research project with BMW: Impact of Lead Time Differentiation in the Automotive Industry</li> <li>▪ Research project with McKinsey Company: Who is Managing our Supply Chains?</li> <li>▪ Research project with Zalando: Weather Impact on online sales</li> </ul> <p><b><u>Practical Project Experience (Selection)</u></b></p> <ul style="list-style-type: none"> <li>▪ Supply chain strategy definition for consumer goods division in the chemical industry</li> </ul>   |

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|  | <ul style="list-style-type: none"> <li>▪ Supply chain strategy definition for aircraft component manufacturer</li> <li>▪ Operations strategy definition for recycling machine manufacturer</li> <li>▪ Working capital reduction for global steel manufacturer</li> <li>▪ Operations segmentation for pharmaceutical custom manufacturer</li> <li>▪ Setup of European logistics footprint for consumer goods manufacturer</li> <li>▪ Organizational re-alignment of supply-side departments for consumer goods manufacturer</li> <li>▪ Operations model for sourcing joint venture of two global consumer goods companies</li> <li>▪ Optimization of promotion-related supply chain processes for department store</li> <li>▪ Development of a supply chain analysis tool for a global technology enterprise</li> </ul>   |
| <p style="text-align: center;">Publications (selected)</p> | <p><b><u>Journal Articles</u></b></p> <p>Steinker, Sebastian, Mario Pesch and Kai Hoberg (In press): Inventory Management under Financial Distress: An Empirical Analysis. <i>International Journal of Production Research</i>.</p> <p>Hoberg, Kai and Ulrich W. Thonemann (2015): Analyzing Variability, Cost, and Responsiveness of Base-Stock Inventory Policies with Linear Control Theory. <i>IIE Transactions</i>, 47 (8), pp. 865-879.</p> <p>Hoberg, K., Thonmann U.W. (2014): Modeling and Analyzing Information Delays in Supply Chains using Transfer Functions. <i>International Journal of Production Economics</i>, Vol. 156 (10), pp. 132-146</p> <p>Steinker, S., Hoberg, K. (2014): The impact of inventory dynamics on long-term stock returns - An empirical investigation of U.S. manufacturing companies. <i>Journal of Operations Management</i>, Vol. 31 (5), pp. 250-261</p> <p>Hoberg, K., Bradley, J. R., Thonemann, U. W. (2007): Analyzing the Effect of the Inventory Policy on Order and Inventory Variability with Linear Control Theory. <i>European Journal of Operational Research</i>, Vol. 176, pp. 1620-1642.</p> <p>Hoberg, K., Bock, S. (2007): Detailed Layout</p> |

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|              | <p>Planning for Irregularly-Shaped Machines with Transportation Path Design. <i>European Journal of Operational Research</i>, Vol. 177, pp. 693-718.</p> <p>Hoberg, K. (2006): Analyzing the Fundamental Performance of Supply Chains: A Linear Control Theoretic Approach. In: Becker, J. (Ed.) ao, <i>Advances in Information Systems and Management Science</i>, Berlin: Logos.</p>  |
| <p>Other</p> | <p><b><u>Memberships in Professional Associations</u></b></p> <ul style="list-style-type: none"> <li>▪ POMS</li> <li>▪ INFORMS</li> <li>▪ CSCMP</li> </ul> <p><b><u>Academic Awards</u></b></p> <ul style="list-style-type: none"> <li>▪ 04/2006 Best-Paper Award from Cologne University for publication in <i>European Journal of Operational Research</i></li> <li>▪ 02/2006 Dissertation Award from Westfälische-Wilhelms Universität Münster</li> <li>▪ 01/2006 Best-Paper Award from Cologne University for publication in <i>IIE Transaction</i></li> <li>▪ 02/2002 Graduate Fellowship by DAAD for research at Cornell University, Ithaca, USA</li> </ul> |

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| Name                | <b>Prof. Dr. Günter Lang</b><br>Kühne Logistics University  |
| Academic Background | <p><b>July 1998</b><br/>University of Augsburg</p> <ul style="list-style-type: none"> <li>▪ Habilitation and venia legend in Economics,</li> </ul> <p><b>February 1993</b><br/>University of Augsburg</p> <ul style="list-style-type: none"> <li>▪ Dr. rer. pol. In Economics, (highest honors)</li> </ul> <p><b>January 1989</b><br/>University of Augsburg</p> <ul style="list-style-type: none"> <li>▪ Diploma in Economics and Management,</li> </ul>   |
| Professional Career | <p><b>2014 - present</b><br/>Kühne Logistics University, DE</p> <ul style="list-style-type: none"> <li>▪ Adjunct Professor of Economics</li> </ul> <p><b>1999 - present</b><br/>Kühne Logistics University, DE</p> <ul style="list-style-type: none"> <li>▪ Lecturer in diverse MBA and M.Sc. programs</li> </ul> <p><b>2006 - 2010; 2012 to 2014</b><br/>German University in Cairo, Egypt</p> <ul style="list-style-type: none"> <li>▪ Professor of Economics, Faculty of Management Technology</li> </ul> <p><b>2012 to spring 2014</b><br/>Kühne Logistics University, DE</p> <ul style="list-style-type: none"> <li>▪ Lecturer</li> </ul> <p><b>2011 - 2012</b><br/>University of Augsburg, DE</p> <ul style="list-style-type: none"> <li>▪ Visiting Professor of Economics: Faculty of Management and Economics</li> </ul> <p><b>2003 - 2004</b><br/>University of Klagenfurt, AUT</p> <ul style="list-style-type: none"> <li>▪ Visiting Professor of Media Economics, Faculty of Media and Communication</li> </ul> <p><b>2004 - 2006; 2001 - 2002</b><br/>University of Augsburg, DE</p> <ul style="list-style-type: none"> <li>▪ Associate Professor of Economics, Faculty of Management and Economics</li> </ul> <p><b>2000 - 2001</b><br/>Technical University of Ilmenau, DE</p> <ul style="list-style-type: none"> <li>▪ Visiting Professor of Media Management Faculty of Mathematics</li> </ul> <p><b>1989 - 2000</b><br/>University of Augsburg, DE</p> <ul style="list-style-type: none"> <li>▪ Lecturer/senior lecturer, Department of Economics</li> </ul> |

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| <p>Research and Development Plans (last 5 years)</p> | <ul style="list-style-type: none"> <li>▪ Stability of wind velocities and wind energy supply</li> <li>▪ Trends in the returns of RD</li> <li>▪ Empirics of the labor market</li> <li>▪ Impact of microloans on earnings and distribution</li> </ul>  |
| <p>Cooperation with Industry (last 5 years)</p>      | <ul style="list-style-type: none"> <li>▪ Forecasting semiconductor prices (supported by Infineon Technologies)</li> <li>▪ Empirical analysis of the banking industry (supported by the association of co-operative banks)</li> </ul>   |
| <p>Publications (selected)</p>                       | <p>Publications (articles in international journals)</p> <p>Farrag, N., Lang, G. (2015): Is Bigger Better for Egyptian Banks? An Efficiency Analysis of the Egyptian Banks during a Period of Reform 2000 – 2006. <i>Review of Middle East Economics and Finance</i>, vol. 11, pp. 225-248.</p> <p>Kasrin, Z., Lang, G. (2012): Estimating the Beveridge Curve for Egypt: An Econometric Study for the Period 2004 to 2010. <i>Review of Middle East Economics and Finance</i>, vol. 8, pp. 1-16.</p> <p>Lang, G. (2009): Measuring the Returns of RD – An Empirical Study of the German Manufacturing Sector over 45 Years. <i>Research Policy</i>, vol. 38, pp. 1438-1445.</p> <p>Lang, G. (2007): Where are Germany’s Gains from Kyoto? Estimating the Effects of Global Warming on Agriculture. <i>Climatic Change</i>, vol. 84, pp. 423-439.</p> <p>Lang, G. (2005): The Difference between Wages and Wage Potentials: Earnings Disadvantages of Immigrants in Germany. <i>Journal of Economic Inequality</i>, vol. 3, pp. 21-42.</p> <p>Czarny, E., Lang, G. (2002): Poland’s Accession to the EU: What do we learn from Trade Theory? <i>Bank iKredyt (Central Bank of Poland)</i>, vol. 33, pp. 20-30.</p> <p>Lang, G. (2001): EU-Enlargement as a Challenge for the Labor Market: Empirical Evidence of the Assimilation Hypothesis for Eastern European Immigrants. <i>Zeszyty Naukowe Szkoła Główna Handlowa</i>, vol. 11, pp. 118-133.</p> |

Lang, G. (2001): Global Warming and German Agriculture: Impact Estimations Using a Restricted Profit Function. *Environmental and Resource Economics*, vol. 19, pp. 97-112.

Lang, G., Welzel, P. (1999): Mergers Among German Cooperative Banks: A Panel-based Stochastic Frontier Analysis. *Small Business Economics*, vol. 13, pp. 273-286.

Lang, G., Welzel, P. (1998): Technology and Cost Efficiency in Banking: A „Thick Frontier“-Analysis of the German Banking Industry. *Journal of Productivity Analysis*, vol. 10, pp. 63-84.

Lang, G. (1996): Efficiency, Profitability and Competition: Empirical Analysis for a Panel of German Universal Banks. *Cesifo Economic Studies*, vol. 42., pp. 537-561.

Lang, G., Welzel, P. (1996): Efficiency and Technical Progress in Banking: Empirical Results for a Panel of German Co-operative Banks. *Journal of Banking and Finance*, vol. 20, pp. 1003-1023.

**Publications (books)**

Lang, G. (1999): Globaler Klimawandel und Agrarsektor. Empirische Analyse und wirtschaftspolitische Implikationen für die Bundesrepublik Deutschland [Global Climate Change: Impacts for the German Agricultural Industry], Tübingen: Mohr-Siebeck.

Lang, G. (1993): Die westdeutsche Papiererzeugung. Eine industrieökonomische Branchenstudie [The German Pulp and Paper Industry: An Industry Study], ifo Studien zur Industriewirtschaft, Nr. 46, Munich.

**Publications (book chapters)**

Lang, G. (2006): Europa - Arbeitsmarkt ohne Grenzen. Eine Analyse des Erfolgs von Zuwanderern auf dem deutschen Arbeitsmarkt, in: Weber, G., *Europa im Blick*, München: Vögel Verlag, pp. 73-90.

Lang, G. (2006): Konvergenzmanagement und Politik: Von der ökonomischen Logik vertikaler Integration, in: Karmasin, M., Winter, C., *Konvergenzmanagement und Medienwirtschaft*,

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|  | <p>Paderborn: Wilhelm Fink Verlag - utb, pp. 93-104.</p> <p>Lang, G. (2005): Der TV-Werbemarkt. Zur Eignung der Spektralanalyse als Prognoseinstrument. In: Seufert, W., Müller-Lietzkow, J., <i>Theorie und Praxis der Werbung in Massenmedien</i>. Baden-Baden: Nomos, pp. 88-102.</p> <p>Winter, C., Lang, G. (2005): Medienökonomie. In: Hepp, A., Krotz, F., Winter, C., <i>Globalisierung der Medienkommunikation. Eine Einführung</i>. Wiesbaden: VS Verlag für Sozialwissenschaften, pp. 117-136.</p> <p>Lang, G. (2004): Medien. In: Schubert, K., <i>Handwörterbuch des ökonomischen Systems der Bundesrepublik Deutschland</i>, Wiesbaden: VS Verlag für Sozialwissenschaften, pp. 293-298.</p> <p>Lang, G. (2004): Strategie und Vielfalt. Eine Anwendung des Hotelling'schen Positionierungsmodells auf Medienmärkte. In: Siegert, G., Lobigs, F., <i>Zwischen Marktversagen und Medienvielfalt: Medienmärkte im Fokus neuer medienökonomischer Anwendungen</i>. Baden-Baden: Nomos, pp. 100-112.</p> <p>Lang, G. (2002): Germany. In: Gardener, E.P.M., Molyneux, P., Moore, B., <i>Banking in the New Europe: The Impact of the Single European Market Programme and EMU on the European Banking Sector</i>. Palgrave-Macmillan, pp. 103-127.</p> <p>Lang, G. (2002): Neue Regulierungsstrukturen für Telekommunikationsnetze: Überblick und ökonomische Analyse aus der Perspektive von Mehrwertdiensten, in: Karmasin, M., Winter, C., <i>Mediale Mehrwertdienste und die Zukunft der Kommunikation. Eine fächerübergreifende Orientierung</i>. Westdeutscher Verlag, pp. 45-61.</p> <p>Lang, G. (2001): Dis-Intermediation im Mediensektor: Gewinner, Verlierer, und Anpassungsstrategien, in: Karmasin, M., Knoche, M., Winter, C., <i>Medienwirtschaft und Gesellschaft 1: Medienunternehmung und Medienproduktion</i>, Münster: Lit Verlag, pp. 71-82.</p> <p>Lang, G. (1998): Mehr Wettbewerb in der Energiewirtschaft - weniger Aufgaben für den</p> |
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|   | Staat?, in: Hesse, H., Welzel, P.,<br><i>Wirtschaftspolitik zwischen gesellschaftlichen<br/>Ansprüchen und ökonomischen Grenzen</i> ,<br>Göttingen: Vandenhoeck Ruprecht, pp. 343-353.   |
| Name  | <b>Prof. Dr. Çerağ Pinçe</b><br>Kühne Logistics University (as of September<br>2015)   |
| Academic Background                                       | <b>2005 - 2010</b><br>Erasmus University, Rotterdam, NL<br><ul style="list-style-type: none"> <li>▪ PhD in Management</li> </ul> <b>1999 - 2002</b><br>Bilkent University, Ankara, TR<br><ul style="list-style-type: none"> <li>▪ Msc. in Industrial Engineering</li> </ul> <b>1994 - 1999</b><br>Hacettepe University, Ankara, TR<br><ul style="list-style-type: none"> <li>▪ Bsc. in Statistics</li> </ul>   |
| Professional Background                                   | <b>2011 - present</b><br>Kuehne Logistics University, Hamburg, DE<br><ul style="list-style-type: none"> <li>▪ Assistant Professor of Operations and Supply<br/>Chain Management</li> </ul> <b>2014</b><br>INSEAD, Fontainebleau, FR<br><ul style="list-style-type: none"> <li>▪ Visiting Scholar (March-July)</li> </ul> <b>2010 - 2011</b><br>Georgia Institute of Technology, Atlanta, GA<br><ul style="list-style-type: none"> <li>▪ Postdoctoral Research Fellow</li> </ul> <b>2004 - 2005</b><br>National Research Institute of Electronics and<br>Cryptology, Gebze, TR<br><ul style="list-style-type: none"> <li>▪ Researcher at the Department of Algorithm<br/>Design and Test. Responsible from statistical<br/>analysis of cryptographic algorithms.</li> </ul> |
| Research and<br>Development Plans (last 5<br>years)       |  |
| Research Projects and<br>cooperation with the<br>industry | <b><u>Working Papers</u></b><br>Turrini, L., Ç. Pinçe, J. Meissner (2015):<br>Intermittent Demand Forecasting for Spare Parts  |

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|                                | <p>Management: A Critical Review, submitted to <i>OR Spectrum</i>.</p> <p>Pinçe, Ç., B. Toktay, M. Ferguson: Life-cycle Dynamics of New and Refurbished Products under Warranty Service and Consumer Returns.</p> <p>Pinçe, Ç., E. Berk: Strategic Stockouts under Price Promotions.</p> <p>Bhaskara P.G., P. Comhaire, Ç. Pinçe, E. Yücesan: Syngenta Deploys Accurate Response in the Corn Seed Supply Chain.</p>   |
| <p>Publications (selected)</p> | <p><b><u>Refereed Publications</u></b></p> <p>Pinçe, Ç., Toktay, B., Ferguson, M.: Extracting Maximum Value from Consumer Returns: Allocating between Remarketing and Refurbishing for Warranty Claims, forthcoming in: <i>Manufacturing &amp; Service Operations Management</i>.</p> <p>Pinçe, Ç., Frenk, H., Dekker, R. (2015): The Role of Contract Expirations in Service Parts Management, <i>Production and Operations Management</i>, 24:10, pp. 1580-1597.</p> <p>Dekker, R., Pinçe, Ç., Zuidwijk, R., Jalil, M. (2013): On the Use of Installed Base Information for Spare Parts Logistics: A Review of Ideas and Industry Practice, <i>International Journal of Production Economics</i>, 143, pp. 536-545.</p> <p>Pinçe, Ç., Dekker, R. (2011): An Inventory Model for Slow Moving Items Subject to Obsolescence, <i>European Journal of Operational Research</i>, 213 (1), pp. 83-95.</p> <p>Pinçe, Ç., Gürler, Ü., Berk, E. (2008): A Continuous Review Replenishment-Disposal Policy for an Inventory System with Autonomous Supply and Fixed Disposal Costs, <i>European Journal of Operational Research</i>, 190 (2), pp. 421-442.</p> <p><b><u>Other Publications</u></b></p> <p>Pinçe, Ç. (2015): Retourenlogistik: Aufbereitete Ware für Garantieansprüche zurückhalten, <i>Logistik Heute</i>.</p> <p>Pinçe, Ç., Dekker, R. (2013): Minimizing downtime risk: Installed base information and service parts forecasting, <i>Baltic Transport Journal</i>, 4.</p> |

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| <p style="text-align: center;">Other</p> | <p><b><u>Invited Academic Seminars:</u></b></p> <ul style="list-style-type: none"> <li>▪ HEC, Paris, April 2015. <i>The Role of Contract Expirations in Service Parts Management.</i></li> <li>▪ Rotterdam School of Management, February 2010. <i>Service Parts Inventory Control under Obsolescence.</i></li> </ul> <p><b><u>Invited Industry Seminars:</u></b></p> <ul style="list-style-type: none"> <li>▪ Hi-Tech and Electronics Supply Chain Summit - Europe, Amsterdam, the Netherlands, May 2015. <i>What Should I Do with All These Returns?</i></li> <li>▪ IBM Global Logistics Service Parts Operations, Amsterdam, the Netherlands, December 2009. <i>An Inventory Model for Slow-Moving Items Subject to Obsolescence.</i></li> </ul> <p><b><u>Invited or Refereed Conference Presentations:</u></b></p> <ul style="list-style-type: none"> <li>▪ POMS Annual Meeting, Orlando, FL, May 2015. <i>Extracting Maximum Value from Consumer Returns.</i>(Scheduled)</li> <li>▪ INFORMS Annual Meeting, Philadelphia, PA, November 2015. <i>Extracting Maximum Value from Consumer Returns.</i></li> <li>▪ INFORMS Annual Meeting, San Francisco, CA, November 2014. <i>To Remarket Now or Save for Warranty Claims - Insights for a Refurbishing Newsvendor.</i></li> <li>▪ POMS Annual Meeting, Atlanta, GA, May 2014. <i>Extracting Maximum Value from Consumer Returns.</i></li> <li>▪ EURO-INFORMS Joint International Meeting, Rome, Italy, July 2013. <i>Extracting Maximum Value from Consumer Returns.</i></li> <li>▪ POMS Annual Meeting, Denver, CO, May 2013. <i>Extracting Maximum Value from Consumer Returns.</i></li> <li>▪ INFORMS Annual Meeting, Phoenix, AZ, October 2012. <i>Remanufacturing under Warranty and Consumer Returns.</i></li> <li>▪ MSOM Annual Meeting, New York, NY, June 2012. <i>Remanufacturing under Warranty and Consumer Returns.</i></li> <li>▪ POMS Annual Meeting, Chicago, IL, April 2012. <i>Remanufacturing under Warranty and</i></li> </ul> |
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*Consumer Returns.*

- INFORMS Annual Meeting, Charlotte, NC, November 2011. *Remanufacturing under Warranty and Consumer Returns.*
- MSOM Annual Meeting, Haifa, Israel, June 2010. *Service Parts Inventory Control under Obsolescence.*
- INFORMS Annual Meeting, San Diego, CA, October 2009. *An Inventory Model for Slow Moving Items Subject to Obsolescence.*
- INFORMS Annual Meeting, Washington, DC, October 2008. *Installed Base Management with Deterministic Obsolescence.*
- ISIR 14th International Symposium on Inventories, Budapest, Hungary, July 2006. *An Inventory Model for Systems with Random Deal Offerings and Partial Backordering.*

**Other Conference Presentations:**

- INFORMS Annual Meeting, Seattle, WA, November 2007. *Installed Base Forecasting.*
- ISIR Summer School, Brescia, Italy, 2007. *An Inventory Model for Systems with Random Deal Offerings and Partial Backordering.*
- INFORMS International Meeting, Hong Kong, 2006. *An Inventory Model for Systems with Random Deal Offerings and Partial Backordering.*

**Memberships in Professional Associations**

- Institute for Operations Research and Management Science (INFORMS)
- Manufacturing and Service Operations Management Society (MSOM)
- Production and Operations Management Society (POMS)
- Applied Probability Society (APS)

**Editorial Functions and Reviewer Activity:**

**Editorial Positions:**

- Editorial Review Board, *Production and Operations Management*

**Reviewer:**

- Referee for *Operations Research, M&SOM, Production and Operations Management,*

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|  | <p><i>Decision Sciences, European Journal of Operational Research, International Journal of Production Economics, IEEE Transactions on Automatic Control, OR Spektrum.</i></p> <ul style="list-style-type: none"> <li>▪ MSOM Annual Conference 2010, 2012</li> </ul> <p><b>Conference/Session Organization:</b></p> <ul style="list-style-type: none"> <li>▪ Track Co-Chair: POMS 2014, Closed Loop Supply Chains Track.</li> <li>▪ Session Chair: POMS 2014 (Strategic Issues in Product Recovery Operations), MSOM 2010 (Inventory Control).</li> </ul> |
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| Name                | <p><b>Prof. Dr. Sandra Transchel</b><br/>Kühne Logistics University</p>   |
| Academic Background | <p><b>April 2014 - Mai 2015</b><br/>Kühne Logistics University, DE</p> <ul style="list-style-type: none"> <li>▪ Dean of Programs</li> </ul> <p><b>September 2011 - present</b><br/>Kühne Logistics University, DE</p> <ul style="list-style-type: none"> <li>▪ Associate Professor of Supply Chain and Operations Management</li> </ul> <p><b>July 2011 - December 2011</b><br/>Tuck School of Business at Dartmouth, USA</p> <ul style="list-style-type: none"> <li>▪ Visiting Assistant Professor</li> </ul> <p><b>November 2008 - June 2011</b><br/>The Pennsylvania State University, State College, USA</p> <ul style="list-style-type: none"> <li>▪ Assistant Professor of Supply Chain Management at the Department of Supply Chain and Information Systems, Smeal College of Business</li> </ul> <p><b>November 2008</b><br/>University of Mannheim, DE</p> <ul style="list-style-type: none"> <li>▪ Dr. rer. pol. in Business and Management (summa cum laude)</li> </ul> <p><b>April 2004 – November 2008</b><br/>University of Mannheim, DE</p> <ul style="list-style-type: none"> <li>▪ Ph. D. Candidate, Research, and Teaching Assistant at the Department of Business</li> </ul> |

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|                            | <p>Administration and Logistics</p> <p><b>October 2006 – February 2007</b><br/>Tuck School of Business at Dartmouth, USA</p> <ul style="list-style-type: none"> <li>▪ Visiting Researcher at the Tuck School of Business, Department of Operations Management Management Science (Prof. David F. Pyke)</li> </ul> <p><b>October 1998 – March 2004</b><br/>University of Magdeburg, DE</p> <ul style="list-style-type: none"> <li>▪ Studies in Business Mathematics (Diploma), Diplomathesis: “On the performance of linear replenishment policies of a production-inventory problem under random demand and yield”</li> </ul>   |
| <p>Professional Career</p> | <p><b>July 2002 - September 2002</b><br/>Price Waterhouse Coopers, DE</p> <ul style="list-style-type: none"> <li>▪ Internship in the fields of auditing and accounting</li> </ul> <p><b>March 2001 - April 2001</b><br/>BOCK ASSOZIIERTE Steuerberater, DE</p> <ul style="list-style-type: none"> <li>▪ Work experiences in the fields of financial accounting, company and private taxation</li> </ul> <p><b>June 2000 - September 2000</b><br/>EXPO 2000 GmbH, DE</p> <ul style="list-style-type: none"> <li>▪ Accounting department: debtors and supplier accounting, annual account preparatory Operations</li> </ul> <p><b>July 1999 - September 1999</b><br/>BOCK ASSOZIIERTE Steuerberater, DE</p> <ul style="list-style-type: none"> <li>▪ Work experiences in the fields of financial accounting, company and private taxation</li> </ul> <p><b>August 1998 –October 1998</b><br/>ECON Group, DE</p> <ul style="list-style-type: none"> <li>▪ Clerk in the fields of financial accounting, generation of annual accounts, company and private taxation</li> </ul> <p><b>August 1995 - July 1998</b><br/>ECON Group, DE</p> <ul style="list-style-type: none"> <li>▪ Apprenticeship in the fields of financial</li> </ul> |

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|   | accounting, generation of annual accounts, company and private taxation   |
| Research and Development Plans (last 5 years) | <p><b><u>Expertise:</u></b></p> <ul style="list-style-type: none"> <li>▪ Inventory Management</li> <li>▪ Revenue Management</li> <li>▪ Sales and Operations Management</li> </ul> <p><b><u>Current Research:</u></b></p> <ul style="list-style-type: none"> <li>▪ Perishable product inventory control in retailing and on the interface of inventory control and marketing; analyzing replenishment policies of perishable products, e.g., fresh food, and problems where pricing decisions are considered jointly with logistics decisions in retail or manufacturing environments.</li> </ul>  |
| Cooperation with Industry (last 5 years)      | <ul style="list-style-type: none"> <li>▪ BASF (Chemical Industry) – Funded Project on Production Planning and Scheduling in the Process Industry</li> </ul> <p><b><u>Supervision of various industry projects</u></b></p> <ul style="list-style-type: none"> <li>▪ John Deere (Agriculture Technology) – Supplier Evaluation and Supplier Selection</li> <li>▪ Roche Diagnostics AG (Pharmaceuticals) – Forecasting and Inventory Control</li> <li>▪ ALDI (Food Retailing) – Inventory Control</li> <li>▪ DaimlerChrysler (Automotive) – Spare Parts Management in the Ramp-up Phase</li> <li>▪ IBM (IT-Industry) – After-Sales Service</li> <li>▪ Freudenberg DS (Seals and Vibration Control Technology ) – Supplier Development</li> <li>▪ HeidelbergCement (Cement Industry) – Supplier Management</li> <li>▪ BASF (Chemical Industry) – Forecast Accuracy</li> <li>▪ BASF (Chemical Industry) – Intermodal Transportation</li> <li>▪ Thomas Cook AG (Travel Company) – Revenue Management</li> <li>▪ Kaufland (Retailing) – Process and Inventory Control</li> </ul> |
| Publications (selected)                       | <p><b><u>Journal Articles</u></b></p> <p>Syntetos, A., Teunter, R., Babai, Z., Transchel, S. (2015): On the Benefits of Delayed Ordering. <i>European Journal of Operational Research</i>, forthcoming</p> <p>Transchel, S., Bansal, S., and Deb, M. (2015):</p>  |

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|  | <p>Managing production of high-tech products with high production quality variability. <i>International Journal of Production Research</i>, forthcoming, Manuscript DOI: 10.1080/00207543.2015.1053579.</p> <p>Bansal, S., Transchel, S. (2014): Managing Supply Risk During the Life Cycle of Technology Products. <i>Production and Operations Management</i>, 23(9), pp. 1577-1598.</p> <p>Wagner, S. M., Ullrich, K. K. R., Transchel, S. (2014): The Game Plan for Aligning the Organization. <i>Business Horizons</i>, 57(2), pp. 189-201</p> <p>Transchel, S., Kallrath, J., Minner, S., Löhndorf, N., Eberhard, U. (2011): A hybrid general lotsizing and scheduling formulation for a production process with a two-stage product structure. <i>International Journal of Production Research</i>, 49(9), pp. 2463-2480.</p> <p>Transchel, S., Minner, S. (2011): Economic lot-sizing and dynamic quantity competition. <i>International Journal of Production Economics</i>, 133(1), pp. 416-422.</p> <p>Minner, S., Transchel, S. (2010): Periodic review inventory-control for perishable products under service-level constraints. <i>OR Spectrum</i>, 32(4), pp. 979-996.</p> <p>Transchel, S., Minner, S. (2009) The impact of dynamic pricing on the economic ordering decisions. <i>European Journal of Operational Research</i>, 198(3), pp. 773-789.</p> <p>Transchel, S., Minner, S. (2009): Dynamic pricing and replenishment in the warehouse scheduling problem - A common cycle approach. <i>International Journal of Production Economics</i>, 118(1), pp. 331-338.</p> <p>Kelle, P., Transchel, S., Minner, S. (2009): Buyer – supplier cooperation and negotiation support with random yield consideration. <i>International Journal of Production Economics</i>, 118(1), pp. 152-159.</p> <p>Transchel, S., Minner, S. (2008): Simultaneous optimization of procurement lot-size and dynamic selling prices when the supplier offers an all-unit quantity discount. <i>BuR Business Research</i>, 1(1), pp. 125-141.</p> |
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Inderfurth, K., Transchel, S. (2007): Note on “Myopic heuristics for the random yield problem”. *Operations Research*, 55(1), pp. 1183-1186.

#### **Monograph**

Transchel, S.: Integrated supply and demand management in operations, dissertation thesis, <http://madoc.bib.uni-mannheim.de/madoc/volltexte/2008/2122/>

#### **Publications in Refereed Proceedings**

Transchel, S., Minner, S., Pyke, D. (2005): Capacity investment and pricing decisions in a single-period, two-product-problem, *Operations Research Proceedings 2007 (refereed)*, Springer, Berlin et al., pp. 389-396.

Transchel, S., Minner, S., Pyke, D. (2007): Simultaneous dynamic pricing and lot-sizing decision for a discrete number of price variations, *Operations Research Proceedings 2005 (refereed)*, Springer, Berlin et al., pp. 585-590.

#### **Working Papers**

Transchel, S., Minner, S.: *Order variability in perishable item inventory management*. (submitted)

Ullrich, K.K., Transchel, S.: *Demand-supply mismatches and stock market performance: A retailing perspective*. (submitted)

Inderfurth, K., Langella, I., Transchel, S., Vogelgesang, S.: *A heuristic solution method for disassemble-to-order problems with binomial disassembly yields*. (submitted).

Transchel, S.: *Joint pricing and inventory decisions under stockout-based and price-dependent substitution*.

#### **Selected Conferences and Industry**

##### **Presentations**

Transchel, S. (January 2016): Salesforce Compensation under Demand Censoring and Inventory Rationing. WKOR, Magdeburg, Germany

Transchel, S., (May 2015): Coordination of service level and shelf life agreements in

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|  | <p>perishable-product supply chains. POMS, Washington, DC, USA.</p> <p>Transchel, S., (August 2014): An analysis of a two-stage perishable product supply chain with service level and shelf life agreement, 16th International Symposium on Inventories. Budapest, Hungary.</p> <p>Transchel, S., (July 2013): Order quantity variability of demand management policies in a perishable product supply chain. EURO/Informs Joint International Conference on Operational Research, Roma, Italy</p> <p>Transchel, S., (June 2013): Order quantity variability of demand management policies in a perishable product supply chain. MSOM Conference, Fontainebleau, France</p> <p>Transchel, S., (May 2013): A Heuristic Approach for the Disassemble-to-order Problem under Binomial Yields. POMS, Denver, CO, USA.</p> <p>Transchel, S., (October 2012): Price Competition between Codesharing Airlines. INFORMS Annual Meeting 2012, Phoenix, AZ, USA.</p> <p>Transchel, S., (August 2012): Managing Supply Risk During the Life Cycle of Technology Products, 15th International Symposium on Inventories. Budapest, Hungary.</p> <p>Transchel, S., (November 2011): Joint pricing and capacity planning with flexible resources. INFORMS Annual Meeting 2011, Charlotte, NC, USA.</p> <p>Transchel, S., (May 2011): Joint Pricing and Inventory Decisions Under Stockout-Based and Price-dependent Substitution. POMS, Reno, NV, USA.</p> <p>Transchel, S., (November 2010): Joint Pricing and Inventory Decisions Under Stockout-Based Substitution, INFORMS Annual Meeting 2010. Austin, TX, USA.</p> <p>Transchel, S., (November 2010): Joint Pricing and Capacity Decision of Vertically Differentiated Products and Production Priority, INFORMS Annual Meeting 2010. Austin, TX, USA.</p> <p>Transchel, S., (August 2010): Joint Pricing and Inventory Decisions Under Stockout-Based</p> |
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|              | <p>Substitution, 15th International Symposium on Inventories. Budapest, Hungary.</p> <p>Transchel, S., (July 2010): A hybrid general lot-sizing and scheduling formulation for a production process with a two-stage product structure. EURO XXIV Conference, Lisbon, Portugal.</p>  |
| <p>Other</p> | <p><b><u>Membership in Professional Associations</u></b></p> <ul style="list-style-type: none"> <li>▪ Production and Operations Management Society (POMS) since 2011</li> <li>▪ International Society for Inventory Research (ISIR) since 2010</li> <li>▪ Institute for Operations Research and the Management Sciences (INFORMS) since 2006</li> <li>▪ Gesellschaft für Operations Research (GOR), German Operations Research Society, since 2004</li> </ul> <p><b><u>Reviewer for</u></b></p> <ul style="list-style-type: none"> <li>▪ Manufacturing Service Operations Management</li> <li>▪ Production and Operations Management</li> <li>▪ European Journal of Operational Research</li> <li>▪ Omega</li> <li>▪ International Journal of Production Economics</li> <li>▪ OR Spectrum</li> <li>▪ Annals of OR</li> <li>▪ Computers and Operations Research</li> <li>▪ Central European Journal of Operations Research</li> <li>▪ Computers and Industrial Engineering</li> <li>▪ International Journal of the Economics of Business</li> </ul> <p><b><u>Research Grants</u></b></p> <ul style="list-style-type: none"> <li>▪ Smeal College of Business, “New Faculty Research Grant”, (US Dollar 10.000).</li> <li>▪ DAAD (German Academic Exchange Service) research grant for Visiting Researcher at the Department of Operations Management Management Science at the Tuck School of Business at Dartmouth, Hanover, NH, USA (Euro 4.500).</li> </ul> |

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|  | <ul style="list-style-type: none"><li>▪ University of Mannheim, Business School research grant (Euro 5.000).</li></ul> |
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| Name  | <b>Prof. Christian Tröster, Ph.D.</b><br>Kühne Logistics University   |
| Academic Background                           | <p><b><u>Education</u></b></p> <p><b>2010</b><br/>Rotterdam School of Management, Erasmus University Rotterdam, NL</p> <ul style="list-style-type: none"> <li>▪ PhD. in Management</li> </ul> <p><b>2006</b><br/>University of Groningen, NL</p> <ul style="list-style-type: none"> <li>▪ M.Sc. Sociology</li> </ul> <p><b>2005</b><br/>University of Groningen, NL</p> <ul style="list-style-type: none"> <li>▪ B.Sc. Sociology</li> </ul>   |
| Professional Career                           | <p><b>Since September 2011</b><br/>Kühne Logistics University, Hamburg: Germany.</p> <ul style="list-style-type: none"> <li>• Assistant Professor of Leadership and Organizational Behavior</li> </ul> <p><b>January 2015 - February 2015</b><br/>Centre for Applied Cross-Cultural Research, Victoria University, Wellington: New Zealand.</p> <ul style="list-style-type: none"> <li>• Visiting assistant Professor</li> </ul> <p><b>March 2013 - June 2013</b><br/>Sauder Business School, University of British Columbia, Vancouver/CAN</p> <ul style="list-style-type: none"> <li>• Visiting assistant Professor</li> </ul> <p><b>October 2010 - September 2011</b><br/>Singapore Management University, Lee Kong Chian School of Business, SG</p> <ul style="list-style-type: none"> <li>▪ Visiting assistant Professor</li> </ul> <p><b>January, August, September, 2009</b><br/>University of Kentucky, Gatton College of Business and Economics, USA</p> <ul style="list-style-type: none"> <li>• Visiting researcher at Links Centre</li> </ul> |
| Research and Development Plans (last 5 years) |   |
| Cooperation with Industry (last 5 years)      | <p><b>2010 - 2011</b></p> <ul style="list-style-type: none"> <li>▪ Innovation management at IBM Europe. Project</li> </ul>  |

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|                                | <p>on creating management initiative to promote networks, leadership, and innovation.</p> <p><b>2010</b></p> <ul style="list-style-type: none"> <li>▪ Knowledge management at ECORYS Europe. Facilitating Knowledge sharing within the company and between divisions by means of organizational culture and technology.</li> </ul> <p><b>2007</b></p> <ul style="list-style-type: none"> <li>▪ Diversity management at VOPAK, Rotterdam (NL). Developing an organizational culture that values diversity.</li> </ul>   |
| <p>Publications (selected)</p> | <p><b><u>Journal articles</u></b></p> <p>Van Doorn, S., Heyden, M., Tröster, C., Volberda, H. (2015). Entrepreneurial Orientation and Performance: Investigating Local Requirements for Entrepreneurial Decision-Making. <i>Cognition and Strategy (Advances in Strategic Management, Volume 32)</i> Emerald Group Publishing Limited, 32, 211-239.</p> <p>Tröster, C., Mehra, A., van Knippenberg, D. (2014): Structuring for team success: The interactive effects of network structure and cultural diversity on team potency and performance. <i>Organizational Behavior and Human Decision Processes</i>, 124(2), pp. 245-255.</p> <p>Thau, S, Tröster, C., Aquino, K., Pillutla, M., &amp; Cremer, D. (2012): Satisfying Individual Desires or Moral Standards? Preferential Treatment and Group Members' Self-Worth, Affect, and Behavior. <i>Journal of Business Ethics</i> (online first publication). <a href="http://dx.doi.org/10.1007/s10551-012-1287-5">http://dx.doi.org/10.1007/s10551-012-1287-5</a>.</p> <p>Tröster, C., van Knippenberg D. (2012): Leader openness, nationality dissimilarity, and voice in multinational teams. <i>Journal of International Business Studies</i>, 43(6), pp. 591-613.</p> <p><b><u>Books</u></b></p> <p>Greguras, G. J., Difendorff, J. M., Carpenter, J., Tröster, C. (In press): Person-Environment Fit and Self-Determination Theory. In M. Gagne (Ed.), <i>The Oxford Handbook of Work Engagement, Motivation, and Self-Determination Theory</i>. New York: NY: Oxford University Press.</p> |

### **Academic Conference Presentations**

Tröster, C., Parker, A., van Knippenberg, D., Sahlmüller, B. (2015): The ties that bind or the long goodbye? The coevolution of networks and turnover intention. Paper presented at the 75th Annual Conference of the Academy of Management Conference, Vancouver, Canada.

Reh, S., Tröster, C., Van Quaquebeke, N. (2015): Keeping rivals down: The effect of dynamic social comparisons on employee interpersonal helping. Paper presented at the 16th conference of the European Association of Work and Organizational Psychology, Oslo, Norway.

Tröster, C., Gartzia, L., van Knippenberg, D. (2015): In the eye of the beholder: The role of interpersonal respect and procedural fairness in LMX agreement. Paper presented at the 16th conference of the European Association of Work and Organizational Psychology, Oslo, Norway.

Reh, S., Tröster, C, van Quaquebeke, N. (2014): Keeping rivals down: The Effect of Social Comparison Dynamics on Workplace Behavior. Paper presented at the 74th Annual Conference of the Academy of Management Conference, Philadelphia, USA.

Tröster, C., Thau, S., Aquino, K., van Quaquebeke, N. (2014): When will pay affect executive voluntary turnover? An integration of two comparison perspectives. Paper presented at the 74th Annual Conference of the Academy of Management Conference, Philadelphia, USA.

Tröster, C., Mehra, A., van Knippenberg, D. (2010): The Influence of Network Centralization and Team Nationality Diversity on Team Performance, *Presented at Academy of Management Meeting*, Montreal, Canada.

Tröster, C. Mehra, A., & van Knippenberg, D. (2010) Invited presentation: The effect of Team Network Centralization and Cultural Heterogeneity on Team Performance, *New Directions in Leadership Research Conference*, Hosted by Duke, Erasmus, INSEAD, and Wharton, Erasmus Center for Leadership Studies, Rotterdam, Netherlands.

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|       | <p>Tröster, C. Mehra, A., van Knippenberg, D. (2010): Invited presentation: The effect of Team Network Centralization and Cultural Heterogeneity on Team Performance, <i>Singapore Management University</i>, Singapore.</p> <p>Tröster, C. (2010): Invited presentation: Round-robin designs in unipark software package, <i>Globalpark user day</i>, Huerth, Germany.</p> <p>Thau, S., Tröster, C., De Cremer, D., Aquino, K., Wittek, R. (2009): A Status-based social comparison perspective on supervisor treatment quality and workplace deviance, <i>Symposium presentation at SIOP</i>, New Orleans, LA.</p> <p>Tröster, C. &amp; van Knippenberg, D. (2009): Employee voice in culturally diverse management teams, <i>Poster presentation at the EAWOP Meeting</i>, Santiago de Compostela, Spain.</p> <p>Tröster, C., van Knippenberg, D. (2008): Employee voice in culturally diverse management teams, <i>Symposium presentation at Academy of Management Meeting</i>, Anaheim, CA.</p> <p>Tröster, C., Thau, S., van Knippenberg, D., Wittek, R. (2008): The effect of coworkers and network centrality on employee voice, <i>Poster presentation at SIOP</i>, San Francisco, CA.</p> <p>Thau, S., Bennett, R., Tröster, C., Wittek, R. (2007): Refraining from help: Co-workers' antisocial behaviors, Trust in employer, and helping behaviors, <i>Presented at Academy of Management Meeting</i>, Philadelphia, PA.</p> |
| Other | <p><b><u>Activities in Professional Organizations</u></b></p> <ul style="list-style-type: none"> <li>▪ Member of Academy of Management</li> </ul> <p><b><u>Funding</u></b></p> <ul style="list-style-type: none"> <li>▪ DFG project on 'Social Comparisons in Organizational Leadership' (235,000EUR)</li> </ul> <p><b><u>Ad Hoc Journal Reviewer</u></b></p> <ul style="list-style-type: none"> <li>▪ Academy of Management Journal</li> <li>▪ Applied Psychology: An International Perspective</li> <li>▪ European Journal of Social Psychology</li> <li>▪ European Journal of Work and Organizational Psychology</li> </ul>   |

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|  | <ul style="list-style-type: none"><li>▪ Journal of Business Ethics</li><li>▪ Journal of Management Studies</li><li>▪ Organizational Behavior and Human Decision Processes</li><li>▪ Organization Science</li><li>▪ Organization Studies</li></ul> |
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| Name                | <b>Prof. Dr. Niels Van Quaquebeke</b><br>Kühne Logistics University  |
| Academic Background | <p><b>2003 - 2007</b><br/> University of Hamburg, DE</p> <ul style="list-style-type: none"> <li>▪ Postgraduate studies in Psychology. Dr. phil. (eqv. PhD) completed with 1.0 (eqv. grade A). Dissertation title “Respect Leadership: A Psychological Perspective”</li> </ul> <p><b>2000 - 2003</b><br/> University of Hamburg, DE</p> <ul style="list-style-type: none"> <li>▪ Graduate studies in Psychology: Diplom (eqv. MSc.) completed with 1.0 (eqv. grade A with distinction). Diplom thesis title “Psychological Processes in IT-Based Knowledge Management” in cooperation with the Fraunhofer Institute IPK, Berlin, GER</li> </ul> <p><b>2000 - 2002</b></p> <ul style="list-style-type: none"> <li>▪ Certified in “Group Moderation, Conflict Management, and Mediation” under supervision of Prof. Alexander Redlich and Prof. Friedemann Schulz-von-Thun</li> </ul> <p><b>1999 - 2000</b><br/> University of Hamburg, DE</p> <ul style="list-style-type: none"> <li>▪ Undergraduate studies in Psychology. Vordiplom (eqv. BSc.) completed with 1.3 (eqv. grade A)</li> </ul> |
| Academic Positions  | <p><b>April 2013 - present</b><br/> Kühne Logistics University, Management Economics Department, DE</p> <ul style="list-style-type: none"> <li>▪ Full Professor of Leadership and Organizational Behavior</li> </ul> <p><b>June 2011 - March 2013</b><br/> Kühne Logistics University, Management Economics Department, DE</p> <ul style="list-style-type: none"> <li>▪ Associate Professor of Leadership and Organizational Behavior</li> </ul> <p><b>2010 - 2011</b><br/> Erasmus University Rotterdam, Rotterdam School of Management, Erasmus. Research Institute in Management Erasmus Centre for Leadership Studies, NL</p> <ul style="list-style-type: none"> <li>▪ Assistant Professor of Organizational Behavior (Top Talent Program)</li> </ul>  |

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|  | <p><b>January 2008 - December 2009</b><br/> Erasmus University Rotterdam, Rotterdam<br/> School of Management, Erasmus Research<br/> Institute in Management Erasmus Centre for<br/> Leadership Studies, NL</p> <ul style="list-style-type: none"> <li>▪ Postdoctoral Research Fellow<br/> (Top Talent Program)</li> </ul> <p><b>October 2004 - January 2008</b><br/> University of Hamburg, Psychology Department,<br/> Social Psychology, DE</p> <ul style="list-style-type: none"> <li>▪ Lecturer</li> </ul> <p><b>May 2003 - May 2013</b><br/> Respect Research Group, University of Hamburg,<br/> DE</p> <ul style="list-style-type: none"> <li>▪ Director ( Founder)</li> </ul> <p><b><u>Visiting positions</u></b></p> <p><b>April 2012 - Mai 2014</b><br/> University of Western Australia, Business<br/> School, AUS</p> <ul style="list-style-type: none"> <li>▪ Visiting Professor</li> </ul> <p><b>February 2014 - March 2014</b><br/> University of Otago, Business School, NZ</p> <ul style="list-style-type: none"> <li>▪ Visiting Professor</li> </ul> <p><b>April 2012</b><br/> University of Trento, Psychology Department, IT</p> <ul style="list-style-type: none"> <li>▪ Visiting Professor</li> </ul> <p><b>March 2006 - June 2006</b><br/> University of New South Wales, Australian<br/> Graduate School of Management, Center for<br/> Corporate Change, AUS</p> <ul style="list-style-type: none"> <li>▪ Visiting Researcher</li> </ul> <p><b>January 2006 - March 2006</b><br/> Monash University, Industrial and Organizational<br/> Psychology, AUS</p> <ul style="list-style-type: none"> <li>▪ Visiting Researcher</li> </ul> <p><b>November 2005 - Dezember 2005</b><br/> Erasmus University, Rotterdam School of</p> |
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|                            | <p>Management, Department of Organization and Personnel Management, NL</p> <ul style="list-style-type: none"> <li>▪ Visiting Researcher</li> </ul> <p><b>February 2005 - April 2005</b><br/>Aston University, Aston Business School, Work and Organizational Psychology Group Aston Centre for Leadership Excellence, UK</p> <ul style="list-style-type: none"> <li>▪ Visiting Researcher.</li> </ul>   |
| <p>Professional Career</p> | <p><b>January 2011 – present</b><br/>Found partner in consultancy re spic ere</p> <ul style="list-style-type: none"> <li>▪ Design and deliver trainings in the field of leadership and conflict management</li> </ul> <p><b>October 2002 - January 2005</b><br/>Business consultant (self-employed), for example, for:</p> <ul style="list-style-type: none"> <li>▪ BrandMyDay – Online Research Services<br/>Consulting for online market research and CRM-systems</li> <li>▪ Kratzer Consulting<br/>Development of business plans und investor scouting</li> <li>▪ Tide – open citizen media broadcast station<br/>Development of a media-concept to integrate public stakeholders</li> <li>▪ Victrix Causa – Strategic communication<br/>Website optimization strategy</li> </ul> <p><b>August 2001 - October 2001</b><br/>McKinsey Company Inc. (summer fellow)</p> <ul style="list-style-type: none"> <li>▪ Consultancy: Development of investment tools for and training of sales force of a major German financial institute.</li> </ul> <p><b>June 2000 - February 2003</b><br/>AOL Time Warner</p> <ul style="list-style-type: none"> <li>▪ Technical development, strategic planning and content</li> </ul> |

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|              | <p>sourcing for AOL Broadband.<br/>Webcast productions and<br/>conceptions for AOL Live!</p> <p><b>April 1999 - August 2001</b><br/>333-Webdesign (founder; self-employed)</p> <ul style="list-style-type: none"> <li>▪ Conception and realization of small and mid-size businesses' websites on the internet.</li> </ul> <p><b>March 1999 - December 2000</b><br/>pur.pur Design (freelancer)</p> <ul style="list-style-type: none"> <li>▪ Conception and implementation of different online strategies.</li> </ul> <p><b>February 1999 - March 1999</b><br/>Quadrat Design (internship)</p> <ul style="list-style-type: none"> <li>▪ Conception and implementation of different online strategies</li> </ul>  |
| <p>Other</p> | <p><b>July 2014 - present</b><br/>Kühne Logistics University, DE</p> <ul style="list-style-type: none"> <li>▪ First Aid Officer</li> </ul> <p><b>August 2011 - present</b><br/>Kühne Logistics University, DE</p> <ul style="list-style-type: none"> <li>▪ Member of the Academic Senate (03/12 – 08/13, Interim Chairman)</li> </ul> <p><b>August 2011 - present</b><br/>Kühne Logistics University, DE</p> <ul style="list-style-type: none"> <li>▪ Member in Board of Doctoral Examiners</li> </ul> <p><b>August 11 - present</b><br/>Kühne Logistics University, DE</p> <ul style="list-style-type: none"> <li>▪ Committee member for University Marketing and Additional Revenues</li> </ul> <p><b>July 2011</b><br/>Organizer of trans-disciplinary summer colloquium for post-graduates on “respect despite conflict”</p> <ul style="list-style-type: none"> <li>▪ Responsible for conference</li> </ul> |

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|  | <p>program, attracting speakers, coordination, and budgeting</p> <p><b>June 2009</b><br/>Organizer joint Unipark/ERIM conference on online research</p> <ul style="list-style-type: none"> <li>▪ Responsible for conference program, attracting speakers, coordination, and budgeting</li> </ul> <p><b>January 2008 - May 2011</b><br/>Principal researcher Erasmus Survey Centre (ESC)</p> <ul style="list-style-type: none"> <li>▪ Responsible for maintaining and marketing the Erasmus online survey suite, including contract negotiations.</li> </ul>  |
| <p>Research and Development Plans (last 5 years)</p> |  |
| <p>Cooperation with Industry (last 5 years)</p>      |  |
| <p>Publications (selected)</p>                       | <p><b><u>Journal Articles (peered reviewed)</u></b><br/>Schuh, S. C., Van Quaquebeke, N., Keck, N., Göritz, A. S., Xin, K. R., de Cremer, D. (in press): Does it take more than ideals? How counter-ideal value congruence shapes employees' trust in the organization. <i>Journal of Business Ethics</i>.<br/>Schuh, S. C., Van Quaquebeke, N., Göritz, A. S., Xin, K. R., de Cremer, D., van Dick, R. (in press): Mixed feelings, mixed blessing? How ambivalence in organizational identification relates to employees' regulatory focus and citizenship behaviors. <i>Human Relations</i>.<br/>Mölders, C., Van Quaquebeke, N., Paladino, M. P. (in press): Consequences of politicians' disrespectful communication depend on social judgment dimensions and voters' moral identity. <i>Political Psychology</i>.<br/>van Gils, S., Hogg, M., Van Quaquebeke, N., van Knippenberg, D. (in press): When organizational identification elicits moral decision-making: A matter of the right climate. <i>Journal of Business Ethics</i>.</p> |

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|  | <p>Decker, C., Van Quaquebeke, N. (2015): Getting respect from a boss you respect: How different types of respect interact to explain subordinates' job satisfaction as mediated by self-determination. <i>Journal of Business Ethics</i>, 131, pp. 543-556.</p> <p>van Dijke, M., de Cremer, D., Brebels, L., Van Quaquebeke, N. (2015): Willing and able: Action-state orientation and the relation between procedural justice and cooperation. <i>Journal of Management</i>, 41, pp. 1982-2003.</p> <p>Giessner, S. R., Van Quaquebeke, N., van Gils, S., van Knippenberg, D., Kollée, J. A. J. M. (2015): In the moral eye of the beholder: The interactive effects of leader and follower moral identity on perceptions of ethical leadership and LMX quality. <i>Frontiers in Psychology</i>, 6, p. 1126.</p> <p>Moritz, S., Göritz, A. S., Gallinat, J., Schafschetzy, M., Van Quaquebeke, N., Peters, M. J. V., Andreou, C. (2015): Subjective competence breeds overconfidence in errors in psychosis. A hubris account of paranoia. <i>Journal of Behavior Therapy and Experimental Psychiatry</i>, 48, pp. 118-124.</p> <p>van Gils, S., Van Quaquebeke, N., van Knippenberg, D., van Dijke, M., de Cremer, D. (2015): Ethical leadership and follower organizational deviance: The moderating role of follower moral attentiveness. <i>The Leadership Quarterly</i>, 26, pp. 190-203.</p> <p>Mertz, C., Eckloff, T., Johannsen, J., Van Quaquebeke, N. (2015): Respected students = Better students? Investigating the links between respect and performance in schools. <i>Journal of Educational and Developmental Psychology</i>, 5.</p> <p>Van Quaquebeke, N., Graf, M. M., Kerschreiter, R., Schuh, S. C., van Dick, R. (2014): Ideal values and counter-ideal values as two distinct forces: Exploring a gap in organizational value research. <i>International Journal of Management Reviews</i>, 16, pp. 211-225.</p> <p>Moritz, S., Göritz, A. S., Van Quaquebeke, N., Andreou, C., Jungclaussen, D., Peters, M. J. V. (2014): Knowledge corruption for visual perception in individuals high on paranoia.</p> |
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|  | <p><i>Psychiatry Research</i>, 215, pp. 700-705.</p> <p>Schuh, S. C., Hernandez Bark, A. S., Van Quaquebeke, N., Hossiep, R., Frieg, P., van Dick, R. (2014): Gender differences in leadership role occupancy: The mediating role of power motivation. <i>Journal of Business Ethics</i>, 120, pp. 363-379.</p> <p>Van Quaquebeke, N., Graf, M. M., Eckloff, T. (2014): What do leaders have to live up to? Contrasting the effects of central tendency-versus ideal-based leader prototypes in leader categorization processes. <i>Leadership</i>, 10, pp. 190-215.</p> <p>Zenker, S., Gollan, T., Van Quaquebeke, N. (2014): Using polynomial regression analysis and response surface methodology to make a stronger case for value congruence in place marketing. <i>Psychology Marketing</i>, 31, pp. 184-202.</p> <p>Van Quaquebeke, N., Moritz, S. (2014): Are you sure? Delusion conviction moderates the behavioural and emotional consequences of paranoid ideas. <i>Cognitive Neuropsychiatry</i>, 19, pp. 164-80.</p> <p>Moritz, S., Van Quaquebeke, N., Lincoln, T. M., Köther, U., Andreou, C. (2013): Can we trust the Internet to measure psychotic symptoms? <i>Schizophrenia Research and Treatment</i>, vol. 2013, Article ID 457010, 5 pages.</p> <p>Van Quaquebeke, N., Eckloff, T. (2013): Why follow? The interplay of leader categorization, identification, and feeling respected. <i>Group Processes and Intergroup Relations</i>, 16, pp. 68–86.</p> <p>Moritz, S., Van Quaquebeke, N., Hauschildt, M., Jelinek, L., Gönner, S. (2012): Good news for allegedly bad studies. Assessment of psychometric properties may help to elucidate deception in online studies on OCD. <i>Journal of Obsessive-Compulsive and Related Disorders</i>, 1, pp. 331-335.</p> <p>Kovjanic, S., Schuh, S. C., Jonas, K., Van Quaquebeke, N., van Dick, R. (2012): How do transformational leaders foster positive employee outcomes? A self-determination-based analysis of employees' needs as mediating links. <i>Journal of Organizational Behavior</i>, 33, pp. 1031-1052.</p> |
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|  | <p>Moritz, S., Van Quaquebeke, N., Lincoln, T. M. (2012): Jumping to conclusions is associated with paranoia but not general suspiciousness. <i>Schizophrenia Research and Treatment</i>, vol. 2012, Article ID 384039, 9 pages.</p> <p>van Dijke, M., de Cremer, D., Mayer, D. M., Van Quaquebeke, N. (2012): When does procedural fairness promote organizational citizenship behavior (OCB)? The moderating roles of two types of empowering leadership. <i>Organizational Behavior and Human Decision Processes</i>, 117, pp. 235-248.</p> <p>Graf, M. M., Schuh, S. C., Van Quaquebeke, N., van Dick, R. (2012): The relationship between leaders' group oriented values and follower identification with and endorsement of leaders: The moderating role of leaders' group membership. <i>Journal of Business Ethics</i>, 106, pp. 301-311.</p> <p>Van Quaquebeke, N., van Knippenberg, D. (2012): Second generation leader categorization theory: How subordinates' self- and typical leader perceptions moderate leader categorization effects. <i>Journal of Applied Social Psychology</i>, 42, pp. 1293-1319.</p> <p>Giessner, S. R., Schubert, T., Ryan, M., Van Quaquebeke, N. (2011): The power of pictures: Vertical picture angles in power pictures. <i>Media Psychology</i>, 14, pp. 442-464.</p> <p>Graf, M. M., Van Quaquebeke, N., van Dick, R. (2011): Two independent value orientations: Ideal and counter-ideal leader values and their impact on followers' respect for and identification with their leaders. <i>Journal of Business Ethics</i>, 104, pp. 185-195.</p> <p>Van Quaquebeke, N., van Knippenberg, D., Eckloff, T. (2011): Individual differences in the leader categorization to openness to influence relationship: The role of followers' self-perceptions and social comparison orientation. <i>Group Processes and Intergroup Relations</i>, 14, pp. 605-622.</p> <p>Van Quaquebeke, N., van Knippenberg, D., Brodbeck, F. C. (2011): More than meets the eye: The role of subordinates' self-perceptions in leader categorization processes. <i>The Leadership</i></p> |
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|  | <p><i>Quarterly</i>, 10, pp. 367-382.</p> <p>Witte, E. H., Mölders, C., Van Quaquebeke, N. (2011): Gerechtigkeit durch Sonderbehandlung? Wie Bürger Ausnahmeregelungen im Einkommensteuergesetz bewerten. <i>Wirtschaftspsychologie</i>, 1, pp. 29-42.</p> <p>Giessner, S. R., Van Quaquebeke, N. (2010): Using a relational models perspective to understand normatively appropriate conduct in ethical leadership. <i>Journal of Business Ethics</i>, 95, pp. 43-55.</p> <p>Van Quaquebeke, N., van Gils, S., van Knippenberg, D. (2010): The X-factor: On the relevance of implicit leadership and followership theories for leader-member exchange (LMX) agreement. <i>European Journal of Work and Organizational Psychology</i>, 10, pp. 333-363.</p> <p>Van Quaquebeke, N., Schmerling, A. (2010): Kognitive Gleichstellung: Wie die bloße Abbildung bekannter weiblicher und männlicher Führungskräfte unser implizites Denken zu Führung beeinflusst. <i>Zeitschrift für Arbeits- und Organisationspsychologie</i>, 54, 3, pp. 1-14.</p> <p>Van Quaquebeke, N., Kerschreiter, R., Buxton, A., van Dick, R. (2010): Two lighthouses to navigate: Effects of ideal and counter-ideal values on follower identification and satisfaction. <i>Journal of Business Ethics</i>, 93, pp. 293-305.</p> <p>Van Quaquebeke, N., Giessner, S. R. (2010): How embodied cognitions affect judgments: Height-related attribution bias in football foul calls. <i>Journal of Sport and Exercise Psychology</i>, 32, pp. 3-22.</p> <p>Van Quaquebeke, N., Eckloff, T., (2010). Defining respectful leadership: What it is, how it can be measured, and another glimpse at what it is related to. <i>Journal of Business Ethics</i>, 91, pp. 343-358.</p> <p><b><u>Articles (other)</u></b></p> <p>Decker, C., Mölders, C., Van Quaquebeke, N. (2014): Die Sehnsucht nach Respekt am Arbeitsplatz. <i>Wirtschaftspsychologie aktuell</i>, 4, pp. 46-48.</p> <p>Van Quaquebeke, N., Mölders, C., Decker, C. (2014): Sehnsucht nach Respekt. Wie wollen wir unser Miteinander strukturieren? <i>Forschung</i></p> |
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Van Quaquebeke, N. Giessner, S. R. (2012): Size matters! Height discrimination in soccer. *Football Perspectives*. <http://footballperspectives.org/size-matters-height-discrimination-football>.

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Eckert, G., Fliegau, M. T., Lange, M. C., Menges, J., Novy, L., Schneider, K., Uecker, S., Van Quaquebeke, N., Wendenburg, F. (2011): Gemeinwohl als Aufgabe - Zustand und Zukunft politischer Führung in Deutschland. *Policy Brief Stiftung Neue Verantwortung*, 6, pp. 1-11.

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Van Quaquebeke, N., Kerschreiter, R., van Dick, R., Graf, M. M. (2010): To be or not to be? The independent effects of ideal and counter-ideal values on followers' responses towards their leaders. *Behavioural Ethics Bulletin*, 2, [http://www.erim.eur.nl/ERIM/Research/Centres/Behavioural\\_Ethics/Bulletin/Issue\\_2/](http://www.erim.eur.nl/ERIM/Research/Centres/Behavioural_Ethics/Bulletin/Issue_2/).

Witte, E. H., Van Quaquebeke, N., Eckloff, T. (2009): Power – Einfluss – Gewalt. *Menschen: das Magazin*, 2, pp. 72-79.

Van Quaquebeke, N., Eckloff, T., Zenker, S., Giessner, S. R. (2009): Leadership is in the eye of the beholder: Cognitive construction, recognition, and interpretation of leadership. *Personalführung*, 1, pp. 34-41.

Van Quaquebeke, N., Witte, E. H., Giessner, S. R., Eckloff, T. (2008): Macht: Energie der sozialen Welt?. *360° Journal*, pp. 17-26.

#### **Articles (under review)**

Goretzki, N., Van Quaquebeke, N., Becker, J. U., Barrot, C. (under review). How CEO ethical leadership influences purchasing intentions.

Mölders, C. Van Quaquebeke, N. (under review). When and why politicians' disrespect affects voters' trust in the political system: The role of social judgments and group prototypicality.

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|  | <p>Mölders, C. Van Quaquebeke, N. (under review). Disrespect in the public political debate: A matter of tolerance for disrespect.</p> <p>Reh, S., Van Quaquebeke, N., Giessner, S. R. (1<sup>st</sup> revise resubmit). Leader charisma: Explaining the aura of leader charisma using an embodiment perspective. <i>The Leadership Quarterly</i>.</p> <p>Reh, S., Tröster, C., Van Quaquebeke, N. (1<sup>st</sup> revise resubmit). Temporal social comparison predicts coworker social undermining. <i>Journal of Applied Psychology</i>.</p> <p>Salem, M., Van Quaquebeke, N., Besiou, M., Meyer, L. (under review). Learning in humanitarian aid field offices: The role of leader's boundary-spanning behavior and group prototypicality for expatriate and local aid worker collaboration.</p> <p>Schuh, S., Keck, N., Van Quaquebeke, N., Göritz, A. S. (under review). The time-lagged effect of fits of ideal and counter-ideal values between individuals and their organization on indicators of well-being.</p> <p>Tröster, C., Thau, S., Van Quaquebeke, N., Aquino, K. (under review). Worse than others but better than before: When relative pay differences lead to executive turnover.</p> <p>Ulrich, J., Van Quaquebeke, N. (under review). The effect of leaders' hierarchical level on leader anxiety and depression: A control perspective.</p> <p>van Dijke, M., Van Quaquebeke, N., Brockner, J. (under review). In self-defense: Reappraisal but not suppression buffers the negative impact of low procedural justice on cooperation.</p> <p>van Gils, S., Van Quaquebeke, N., van Knippenberg, D., Borkowski, J. (under review). Respectful leadership and its effect on follower performance: A relational demography perspective.</p> <p>Van Quaquebeke, N. (under review). Paranoid leaders: Time lagged effects between paranoia, self-monitoring, and span of control.</p> <p>Van Quaquebeke, N., Felps, W. (2<sup>nd</sup> revise and resubmit). Respectful inquiry: Motivational antecedents, moderators and consequences of question asking. <i>Academy of Management Review</i>.</p> |
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Wenzel, R., Van Quaquebeke, N. (invited paper). The double-edged sword of Big Data in organizational research: A SWOT-analysis. *Organizational Research Methods*.

### **Books**

Van Quaquebeke, N. (forthcoming). *Respekt in Organisationen*. Wiesbaden: Gabler Verlag. 978 3 8349 0461 4

Van Quaquebeke, N., Graf, M. M. (2014): *Wann wird man als gute Führungskraft gesehen? Eine Einführung in die kognitionspsychologische Sicht auf Führung*. Berlin: Springer Verlag.

Van Quaquebeke, N. (2008): *Respect Leadership: A Psychological Analysis*. Berlin: WVB 978 3 86573 331 3

Van Quaquebeke, N. (2006): *Psychologie im Wissensmanagement: Wahrnehmung von Informationswert*. Saarbrücken: VDM Verlag. 3 86550 732 8

### **Working Papers**

Gerpott, F., Van Quaquebeke, N., Voelpel, S. (in preparation). The interactive effects of ethical leadership and follower moral identity.

Gerpott, F., Van Quaquebeke, N., Voelpel, S., Van de Ven, A. (in preparation). We Have a Dream! Guidelines on how engaged scholarship can bring two fields together.

Giessner, S. R. Van Quaquebeke, N. (in preparation). Contrasting people's representations of leaders, managers, and supervisors.

Keck, N., Giessner, S. R., Van Quaquebeke, N. (in preparation). A relational models perspective on effective teamwork.

Keck, N., Giessner, S. R. Van Quaquebeke, N. (in preparation). How relational models fit determines ethical leadership perceptions.

Meyer, A. L., Besiou, M, Van Quaquebeke, N., Salem, M. (in preparation). Leading diverse groups in the Humanitarian Field Offices: The Intergroup Leadership Approach.

Nübold, A., Van Quaquebeke, N., Huelshager, U. (in preparation). Mindfulness and its impact on authentic leadership.

Tröster, C., Van Quaquebeke, N., Aquino, K. (in preparation). When pay status matters: The issue

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|  | <p>of system pay dispersion and pay trajectory dispersion.</p> <p>van Dijke, M., Van Quaquebeke, N. (in preparation). The differential effects of procedural fairness perceptions and procedural satisfaction on OCB.</p> <p>van Gils, S., Van Quaquebeke, N. (in preparation). The influence of office transparency cues on ethical behaviors at the workplace.</p> <p>Van Quaquebeke, N. (in preparation). Question asking in leadership: An empirical test of its consequences.</p> <p>Van Quaquebeke, N., Giessner, S. R. (in preparation). Symmetry: The picture of ethicality.</p> <p>Wenzel, R., Van Quaquebeke, N. (in preparation). Big Data in HRM.</p> <p><b><u>Book Chapters</u></b></p> <p>Decker, C., Van Quaquebeke, N. (forthcoming). Respektvolle Führung fördern und entwickeln. In: van Dick, J., Felfe, J. (eds.), <i>Handbuch Mitarbeiterführung: Wirtschaftspsychologisches Praxiswissen für Fach- und Führungskräfte</i>. Berlin: Springer Verlag.</p> <p>Gläser, D., Van Quaquebeke, N. (forthcoming). The double-edged sword of managing for performance: The role of incentive schemes and goal setting for (ir)responsible employee behavior. In: Beschorner, T., A. Sales (Eds.), <i>Corporate Social Responsibility – Institutional and Organizational Perspectives</i>. Berlin: Springer Verlag.</p> <p>Witte, E. H., Van Quaquebeke, N., Eckloff, T. (2016): Macht als sozialpsychologisches Konzept. In: Mölsein, F. (eds.), <i>Private Macht</i>, pp. 65-82. Tübingen: Mohr Siebeck.</p> <p>Hernandez Bark, A. S., Van Quaquebeke, N., van Dick, R. (2014): Frauen und Führung: Aktuelle Erkenntnisse der Wissenschaft. In: Sauer, J., Cisik, A. (eds.), <i>In Deutschland führen die Falschen: Wie sich Unternehmen ändern müssen</i>, pp. 57-76. Berlin: Helios Media.</p> <p>Decker, C. Van Quaquebeke, N. (2014). Respektvolle Führung. In: Felfe, J. (eds.), <i>Trends in der psychologischen Führungsforschung</i>, pp. 89-101. Göttingen: Hogrefe.</p> |
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Eckloff, T., Van Quaquebeke, N., Witte, E. H.

### **Selected Conferences and Industry**

#### **Presentations**

Gläser, D., van Gils, S., Van Quaquebeke, N. (2015): *Financial bonuses and interpersonal deviance: Competitiveness as the match that lights the fire*. Paper presented at the 5. European Reward Management Conference, Brussels, December 10<sup>th</sup>-11<sup>th</sup>.

Keck, N., Giessner, S. R., Venus, M., Van Quaquebeke, N. (2015): *Practice as you preach – Why corporate social performance advertisements do not necessarily lead to higher organizational attractiveness*. Paper presented at the 9. Tagung der Fachgruppe Arbeits-, Organisations- und Wirtschaftspsychologie, Mainz, GER, September 24<sup>th</sup> - 26<sup>th</sup>.

Mölders, C., Van Quaquebeke, N. (2015): *Einer für alle? Wie beobachtete Respektlosigkeit in politischen Debatten Vertrauen in das politische System beeinflusst*. Paper presented at the 14. Tagung der Fachgruppe Sozialpsychologie, Potsdam, GER, September 6<sup>th</sup> - 9<sup>th</sup>.

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|  | <p>Keck, N., Giessner, S. R., Van Quaquebeke, N. (2015): <i>Relational models perspective to understand normatively appropriate conduct in ethical leadership -- Empirical evidence</i>. Paper presented at the 15. Tagung der Fachgruppe Sozialpsychologie, Potsdam, GER, September 6<sup>th</sup> - 9<sup>th</sup>.</p> <p>Moradi, S., Garcia, D., Van Quaquebeke, N., Filep, S., Hunter, J. A. (2015): <i>Theory of moral self: A bridge for the value gap in positive psychology</i>. Paper presented at the 8. SELF Biennial International Conference, Kiel, GER, August 20<sup>th</sup> - 24<sup>th</sup>.</p> <p>Moradi, S., Garcia, D., Van Quaquebeke, N., Filep, S., Hunter, J. A. (2015): <i>Dark triad among flourishing people: Moral centrality as an indicator</i>. Paper presented at the 8. SELF Biennial International Conference, Kiel, GER, August 20<sup>th</sup> - 24<sup>th</sup>.</p> <p>Reh, S., van Quaquebeke, N., Giessner, S. R. (2015): <i>Leader charisma: An embodiment perspective</i>. Paper presented at the Academy of Management Annual Meeting 2015, Vancouver, CA, August 7<sup>th</sup> - 11<sup>th</sup>.</p> <p>Wenzel, R., Van Quaquebeke, N. (2015): <i>Big Data as a double-edged sword: A SWOT-analysis</i>. Paper presented at the Academy of Management Annual Meeting 2015, Vancouver, CA, August 7<sup>th</sup> - 11<sup>th</sup>.</p> <p>Wenzel, R., Van Quaquebeke, N. (2015): <i>The Big Data (r)evolution in organizational research: An introduction and definition</i>. Paper presented at the Academy of Management Annual Meeting 2015, Vancouver, CA, August 7<sup>th</sup> - 11<sup>th</sup>.</p> <p>Decker, C., Van Gils, S., Van Quaquebeke, N., Eckloff, T. (2015). <i>The effect of leader group prototypicality and respectful leadership on follower initiative</i>. Paper presented at EASP Medium Size Meeting on Social Justice: Inequality and Recognition, Castle Oppurg, GER, June 25<sup>th</sup> - 28<sup>th</sup>.</p> <p>Van Quaquebeke, N. Felps, W. (2015): <i>Why leaders should ask more questions but often don't</i>. Paper presented at The Future of Leadership Symposium University of Amsterdam, NL, June 5<sup>th</sup>.</p> |
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|  | <p>Reh, S., Van Quaquebeke, N., Giessner, S. R. (2015): <i>Leader charisma: An embodiment perspective</i>. Poster presented at the 16<sup>th</sup> conference of the European Association of Work and Organizational Psychology, Oslo, NO, May 20<sup>th</sup> - 23<sup>rd</sup>.</p> <p>Reh, S., Tröster, C., Van Quaquebeke, N. (2015). Keeping rivals down: <i>The effect of dynamic social comparisons on employee interpersonal helping</i>. Paper presented at the 16<sup>th</sup> conference of the European Association of Work and Organizational Psychology, Oslo, NO, May 20<sup>th</sup> - 23<sup>rd</sup>.</p> <p>Sahlmüller, B., Van Quaquebeke, N., van Knippenberg, D., Giessner, S. R. (2015): <i>Leader-leader exchange in matrix organizations: How dual leaders' exchange relationship influences followers</i>. Paper presented at the 16<sup>th</sup> conference of the European Association of Work and Organizational Psychology, Oslo, NO, May 20<sup>th</sup> - 23<sup>rd</sup>.</p> <p>Van Quaquebeke, N., Van Gils, S. (2015). <i>Respect in organizations</i>. Symposium organized for the 16<sup>th</sup> conference of the European Association of Work and Organizational Psychology, Oslo, NO, May 20<sup>th</sup> - 23<sup>rd</sup>.</p> <p>Van Quaquebeke, N., Grover, S. L. (2015): <i>Struggling for respect in practice and theory</i>. Paper presented at the 16<sup>th</sup> conference of the European Association of Work and Organizational Psychology, Oslo, NO, May 20<sup>th</sup> - 23<sup>rd</sup>.</p> <p>Decker, C., van Gils, S., Van Quaquebeke, N., Eckloff, T. (2015): <i>If you are not one of us, at least show some respect: Leader prototypicality and the relationship between respectful leadership and follower personal initiative</i>. Paper presented at the 16<sup>th</sup> conference of the European Association of Work and Organizational Psychology, Oslo, NO, May 20<sup>th</sup> - 23<sup>rd</sup>.</p> <p>Van Quaquebeke, N., Felps, W. (2015): <i>Judge leaders by their questions, not by their answers</i>. Poster presented at the 30<sup>th</sup> Annual Society for Industrial and Organizational Psychology Conference, Philadelphia, USA, April 23<sup>rd</sup> - 25<sup>th</sup>.</p> <p>Keck, N., Van Quaquebeke, N., Giessner, S. R.</p> |
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(2015): Wie gehen Mächtige und weniger Mächtige mit sozialer Ausgrenzung am Arbeitsplatz um? Paper presented at the Small Group Meeting Bedrohung Moral, Kassel, GER, March 12<sup>th</sup> - 13<sup>th</sup>.

### **Invited Presentations**

#### **Academics**

Van Quaquebeke, N. (2014): *The motivational power of asking questions as a leader*. Paper presented at Accelerated Learning Lab, University of Western Australia, Perth, AUS, May 26<sup>th</sup>.

Van Quaquebeke, N. (2014): *What is the most underappreciated leadership communication technique? (Hint: The answer is in the title.)* Paper presented at Business School, University of Western Australia, Perth, AUS, May 2<sup>nd</sup>.

Van Quaquebeke, N. (2014): *What is the most underappreciated leadership communication technique? (Hint: The answer is in the title.)* Paper presented at University of Otago, Dunedin, NZ, February 27<sup>th</sup>.

#### **Practitioner**

Van Quaquebeke, N. (2015): *Hohe Luft live: Respekt in der Arbeitswelt*, Panel discussion at Modern Life School, Hamburg, GER, August 26<sup>th</sup>.

Van Quaquebeke, N. (2012): *Wenn man ein Schiff bauen möchte...: Über gute Führungskommunikation*. Presentation at Mercedes Autohaus Sternagel, Berlin, GER, June 9<sup>th</sup>.

Van Quaquebeke, N. (2012): *Wenn man ein Schiff bauen möchte...: Über gute Führungskommunikation*. Presentation at Berliner Team, Berlin, GER, January 21<sup>st</sup>.

Van Quaquebeke, N. (2010): *Respekt*. Presentation at Betriebsversammlung SAGA GWG, Hamburg, GER, Nov. 23<sup>rd</sup>.

Van Quaquebeke, N. (2009): *To be or not to be: Die unabhängigen Effekte von Werten und Unwerten für die Identifikation und Zufriedenheit mit Führungskräften*. Presentation at Unipark

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|                                | <p>Anwendertag, Cologne, GER, December 4<sup>th</sup>.<br/> Van Quaakebeke, N. (2009): Führung und Konflikt: Respekt als soziales Schmiermittel erfolgreicher Organisationen. Presentation at Kienbaum Management Consultants, Düsseldorf, GER, December 3<sup>rd</sup>.</p>   |
| <p>Other</p>                   | <p><b><u>Membership in Professional Associations</u></b></p> <ul style="list-style-type: none"> <li>▪ Academy of Management (<i>AoM</i>)</li> <li>▪ European Association of Work and Organizational Psychology (<i>EAWOP</i>)</li> <li>▪ Society of Industrial and Organizational Psychology (<i>SIOP</i>)</li> <li>▪ futur.de (Research Dialogue by the German State Department for Education and Research)</li> <li>▪ Verband der Hochschullehrer für Betriebswirtschaft (<i>VHB</i>)</li> </ul> <p><b><u>Editorial Board Member</u></b></p> <ul style="list-style-type: none"> <li>▪ Organizational Behavior and Human Decision Processes (<i>OBHDP</i>): since 2010</li> <li>▪ The Leadership Quarterly (<i>LQ</i>): since 2015</li> <li>▪ Journal of Occupational and Organizational Psychology (<i>JOOP</i>): since 2013</li> <li>▪ British Journal of Management (<i>BJM</i>): 2009 - 2014</li> </ul> |
| <p>Scholarships and Prizes</p> | <ul style="list-style-type: none"> <li>▪ 12/2014: Handelsblatt Ranking: Top100 business researcher under 40 in Germany, Switzerland, and Austria</li> <li>▪ 09/2014: Teacher of the year at the Kühne Logistics University</li> <li>▪ 09/2013: Best Master Thesis Award for Susan Reh (supervised by me)</li> <li>▪ 09/2012: Handelsblatt Ranking: Top100 business researcher under 40 in Germany, Switzerland, and Austria</li> <li>▪ 09/2012: Teacher of the year at the Kühne Logistics University</li> <li>▪ 01/2008 - 01/2012: Erasmus Research Institute in Management - Top Talent Program</li> <li>▪ 01/2007: RespectResearchGroup awarded outstanding innovative project as part of German Government initiative "Germany- Land of Ideas"</li> <li>▪ 01/2005 -12/2007: Studienstiftung des deutschen</li> </ul>   |

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|  | <p>Volkes (German National Academic Foundation)<br/> - Full postgraduate scholarship</p> <ul style="list-style-type: none"> <li>▪ 10/2002 - 10/2003: Studienstiftung des deutschen Volkes (German National Academic Foundation)<br/> - Graduate scholarship</li> <li>▪ 09/2001 - 12/2007: E-Fellows.net – Online research scholarship.</li> </ul> |
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**IV. Professors at SEM– Seminar of Economics and Management at Tongji University, Shanghai**

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| Name incl. academic title<br>Institutional Association | Prof. Dr. Jiazhen HUO<br>Tongji SEM   |
| Academic Background                                    | <p><b><u>Education</u></b></p> <ul style="list-style-type: none"> <li>▪ 2001, Ph.D., School of Economics and Management, Tongji University</li> <li>▪ 1987, Master, School of Economics and Management, Tongji University</li> <li>▪ 1985, Bachelor, School of Economics and Management, Tongji University</li> </ul> <p><b><u>Professional Academic Experience</u></b></p> <ul style="list-style-type: none"> <li>▪ 2015-Now, Chair Professor of DHL</li> <li>▪ 2009-Now, Chair Professor of DHL</li> <li>▪ May,1998-May, 2007, Visiting Scholar of Several Universities in Germany</li> </ul> |
| Professional Career                                    | <ul style="list-style-type: none"> <li>▪ Independent Director of Board for some listed companies</li> </ul>   |
|  | <p><b><u>Research Interests</u></b></p> <ul style="list-style-type: none"> <li>▪ Logistics and Supply Chain Management</li> <li>▪ Service Operations Management</li> </ul>  |
| Cooperation with Industry                              | <ul style="list-style-type: none"> <li>▪ DHL</li> <li>▪ Bosch</li> <li>▪ Logistic Networking Planning of</li> </ul>   |

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|   | Express Delivery for China Post, Supported by China Post Group, Jan,2010-Jun,2012   |
| Publications (selected; five most important journal articles, book chapters etc.) | <p style="text-align: center;"><b><u>Journal Articles and book chapters</u></b></p> <ul style="list-style-type: none"> <li>▪ Duan Yongrui, Yao Yuliang, Huo Jiazhen, Bullwhip effect under substitute products, Journal of Operations Management, Journal of Operations Management, 2015, 36: 75-89.</li> <li>▪ Du Juan, Yao Chen, Huo Jiazhen, DEA for non-homogenous parallel networks, Omega, 2015, 56: 122-132.</li> <li>▪ Du Juan, Zhu Joe , Cook Wade D., Huo Jiazhen, DEA Models for Parallel Systems: Game-Theoretic Approaches, Asia-Pacific Journal of Operational Research, 2015, 32 (2):1-22</li> <li>▪ Zhang Jianjun, Tang Ou, Zhao Jin, Huo Jiazhen, Xia Yonggang, CPEL Redesigns its Land Express Network, Interfaces, 2013, 43(3):221-231</li> <li>▪ Chen Yao, Du Juan, Huo Jiazhen, Super-efficiency based on a modified directional distance function, Omega-International Journal of Management, 2013, 41 (3): 621-625</li> </ul> <p style="text-align: center;"><b><u>Books</u></b></p> <ul style="list-style-type: none"> <li>▪ Huo Jiazhen, Hong Zhisheng, Service Science in China, January, 2013, Springer Press, Germany.</li> <li>▪ Huo Jiazhen, Ma Xiubo, Zhu Linjie, Performance Evaluation System of Integrated Supply Chain and Application, Tsinghua University Press, 2005. (in Chinese)</li> </ul> |

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|       | <ul style="list-style-type: none"> <li>▪ An Innovation on Enterprise Evaluation: Integrated Supply Chain Performance and Evaluation, Hebei people's Publishing House, 2001. (in Chinese)</li> <li>▪ Logistics and Supply Chain Management, Higher Education Press, 2012 (in Chinese) N/A</li> </ul> <p style="text-align: center;"><b><u>Conference Publications</u></b></p> <ul style="list-style-type: none"> <li>▪ N/A</li> </ul> |
| Other | <p style="text-align: center;"><b><u>Memberships in Professional Associations</u></b></p> <ul style="list-style-type: none"> <li>▪ N/A</li> </ul>  |

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| Name incl. academic title<br>Institutional Association | Prof. Dr. Qiqi JIANG<br>Tongji SEM  |
| Academic Background                                    | <p><b><u>Education</u></b></p> <ul style="list-style-type: none"> <li>▪ 2011-2014, PhD (Management), City University of Hong Kong</li> <li>▪ 2008-2010, Master (Management), ETH Zurich</li> <li>▪ 2004-2008, Bachelor (Engineering), Nankai University</li> </ul> <p><b><u>Professional Academic Experience</u></b></p> <ul style="list-style-type: none"> <li>▪ Session Chair: International Conference on Human-computer interaction 2015, 2016</li> <li>▪ Associate Editor: Pacific Asian Conference on Information Systems 2015, 2016</li> </ul> |
| Professional Career                                    | <ul style="list-style-type: none"> <li>▪ N/A</li> </ul>   |
|  | <p><b><u>Research Interests</u></b></p> <ul style="list-style-type: none"> <li>▪ Open Innovation</li> <li>▪ Electronic and Mobile Commerce</li> </ul>   |

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|  | <ul style="list-style-type: none"> <li>▪ Knowledge Management</li> </ul>   |
| <p>Cooperation with Industry</p>   | <ul style="list-style-type: none"> <li>▪ Online Consumer Behaviours in China, with iResearch</li> <li>▪ B2B CRM project, with GlobalMarket</li> </ul>  |
| <p>Publications (selected; five most important journal articles, book chapters etc.)</p> | <p><b><u>Journal Articles and book chapters</u></b></p> <ul style="list-style-type: none"> <li>▪ Li, M., Jiang, Q*., Tan, C. H., &amp; Wei, K. K. (2014). Enhancing User-Game Engagement Through Software Gaming Elements. Journal of Management Information Systems, 30(4), 115-150. (Corresponding Author)</li> <li>▪ Jiang, Q., Tan, C. H*., Phang, C. W., Sutanto, J., &amp; Wei, K. K. (2013). Understanding Chinese online users and their visits to websites: Application of Zipf's law. International Journal of Information Management, 33(5), 752-763.</li> <li>▪ Sutanto, J*., &amp; Jiang, Q. (2013). Knowledge seekers' and contributors' reactions to recommendation mechanisms in knowledge management systems. Information &amp; Management, 50(5), 258-263.</li> </ul> <p><b><u>Books</u></b></p> <ul style="list-style-type: none"> <li>▪ N/A</li> </ul> <p><b><u>Conference Publications</u></b></p> <ul style="list-style-type: none"> <li>▪ Qiqi Jiang (Tongji Univ., Shanghai, China); Yani Shi; Chuan-Hoo Tan; Choon Ling Sia Source: HCI in Business. First International Conference, HCIB 2014. Held as Part of HCI International 2014. Proceedings: LNCS 8527, p 649-58, 2014 N/A</li> </ul> |

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|       | <ul style="list-style-type: none"> <li>▪ Jiang, Q., Shi, Y., Tan, C. H., &amp; Sia, C. L. (2014). Accelerating Individual Innovation: Evidence from a Multinational Corporation. In HCI in Business: First International Conference, HCIB 2014, Held as Part of HCI International 2014, Heraklion, Crete, Greece, June 22-27, 2014. Proceedings (pp. 649-658). Springer International Publishing.</li> </ul> |
| Other | <p><b><u>Memberships in Professional Associations</u></b></p> <ul style="list-style-type: none"> <li>▪ Association of Information Systems</li> </ul>   |

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| Name incl. academic title<br>Institutional Association | Prof. Dr. Shijin WANG<br>Tongji SEM   |
| Academic Background                                    | <p><b><u>Education</u></b></p> <ul style="list-style-type: none"> <li>▪ 2002 – 2009: Ph.D. in Industrial Engineering, Shanghai Jiao Tong University</li> <li>▪ 1997 – 2002: Bachelor in Industrial Engineering, Zhejiang University of Technology</li> </ul> <p><b><u>Professional Academic Experience</u></b></p> <ul style="list-style-type: none"> <li>▪ May.3-14, 2014, Visiting scholar in Aalto University, Finland.</li> <li>▪ Apr.2007-Apr.2008, Visiting scholar in IMS Center of University of Cincinnati, USA, Participated in two industrial projects about health assessment of equipment, one with GM and another with Toyota</li> <li>▪ July, 2012, The Global Colloquium on Participant-Centered Learning (GLOCOLL) in Harvard Business School, Boston, USA.</li> <li>▪ May, 2014, Teaching training in Aalto University, Finland.</li> </ul> |
|  | <ul style="list-style-type: none"> <li>▪ N/A</li> </ul>   |

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| Professional Career  |  |
|  | <p><b>Research Interests</b></p> <ul style="list-style-type: none"> <li>▪ Operations optimization in production and service</li> <li>▪ Data Mining</li> </ul>  |
| Cooperation with Industry  | <ul style="list-style-type: none"> <li>▪</li> </ul>  |
| <p>Publications (selected; five most important journal articles, book chapters etc.)</p> | <p><b><u>Journal Articles and book chapters</u></b></p> <ul style="list-style-type: none"> <li>▪ Wang Shijin. ACO- based method for Single Machine Scheduling with Sequence-dependent Setup Time and Limited Capacity Warehouse (EI), International Journal of Industrial and System, 2014.</li> <li>▪ Wang Shijin, Liu Ming. Two-machine flow shop scheduling integrated with preventive maintenance planning (SCI). International Journal of Systems Science, 2014, online, DOI:10.1080/00207721.2014.900137</li> <li>▪ Wang Shijin, Liu Ming, Chu Chengbin. A Branch-and-Bound algorithm for two-stage no-wait hybrid flow-shop scheduling (SCI). International Journal of Production Research, 2014, DOI: 10.1080/00207543.2014.949363</li> <li>▪ Wang Shijin, Liu Ming. Two-stage Hybrid Flow shop Scheduling with Preventive Maintenance Using Multi-objective Tabu Search Method(SCI). International Journal of Production Research, 2014, 52(5): 1495-1508.</li> <li>▪ Wang Shijin. Bi-objective Optimization for Integrated Scheduling of Single Machine with Setup Times and Preventive Maintenance Planning.</li> </ul> |

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|       | <p>International Journal of Production Research(SCI, EI), 2013, 51(12): 3719-3733.</p> <p><b><u>Books</u></b></p> <ul style="list-style-type: none"> <li>▪ N/A</li> </ul> <p><b><u>Conference Publications</u></b></p> <ul style="list-style-type: none"> <li>▪ N/A</li> </ul> |
| Other | <p><b><u>Memberships in Professional Associations</u></b></p> <ul style="list-style-type: none"> <li>▪ N/A</li> </ul>  |

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| Name incl. academic title<br>Institutional Association | Prof. Dr. Dehua YANG<br>Tongji SEM   |
| Academic Background                                    | <p><b><u>Education</u></b></p> <ul style="list-style-type: none"> <li>▪ 1987-1991: School of Economics and Management at Tongji University, PhD in IS and MIS</li> <li>▪ 1984-1987: School of Economics and Management at Tongji University, Master in Management Information Systems</li> <li>▪ 1978-1982 Department of Electrical Engineering at Tongji University, B.S. in Industrial Automation</li> </ul> <p><b><u>Professional Academic Experience</u></b></p> <ul style="list-style-type: none"> <li>▪ 1988-1990: Computer software programmer and designer at INTEGRATA corporation, Tuebingen, Germany.</li> <li>▪ 2001.1-2001.5: Visiting scholar at University of Texas at San Antonio, Texas, USA</li> </ul> |
| Professional Career                                    | <ul style="list-style-type: none"> <li>▪ N/A</li> </ul>  |

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|  | <p style="text-align: center;"><b>Research Interests</b></p> <ul style="list-style-type: none"> <li>▪ Operations optimization in production and service</li> <li>▪ Data Mining</li> </ul>  |
| <p style="text-align: center;">Cooperation with Industry</p>   | <ul style="list-style-type: none"> <li>▪ CQS(Certificate Querying System) project. It is an Internet based multimedia certificate querying system, being implemented by JSP and EJB running on Linux. Shanghai Public Security Bureau, 2002-2003.</li> <li>▪ NCEC(Network-training Collaboration in Europe and China) project, which is a Internet-based customizable distance learning system and financed by European Community. The project is a joint effort of five partners namely Tongji University, Tsinghua University, the Ministry of Information Industry, University of Paisley in UK and Espoo Vantaa Institute of Technology in Finland. I am the leader on technical side responsible for technologies used in the project, system gross design, repositories subsystem, learning material composing subsystem, user accessing system, and system test as well as integration. European Union, 1999-2002.</li> <li>▪ SHMSA(Shanghai Marine time Security Agency) intranet systems. Intranet systems including information portal, e-mail, and forum systems. Shanghai Marine Time Board, 1998-2000.</li> </ul> |
| <p style="text-align: center;">Publications (selected; five most important journal articles, book chapters etc.)</p> | <p style="text-align: center;"><b><u>Journal Articles and book chapters</u></b></p> <ul style="list-style-type: none"> <li>▪ SU Shiyong, YANG Dehua, The Formulation and Application of Seller Credit Evaluation System for C2CE-Commerce, Journal of Intelligence, Vol.28, No.11,2009.</li> </ul> <p style="text-align: center;"><b><u>Books</u></b></p> <ul style="list-style-type: none"> <li>▪ N/A</li> </ul>  |

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|       | <p style="text-align: center;"><b><u>Conference Publications</u></b></p> <ul style="list-style-type: none"> <li>▪ Jingjing Jiang, Dehua Yang, “A Research on Commercial Bank Information Systems Based on Cloud Computing”, 3rd International Conference on Communication Software and Networks (ICCSN 2011), May 27 2011, Xi’an, China, v2-363—v2-366.</li> <li>▪ Liuliu Zhou, Dehua Yang, “AN Enterprise Mobile e-Business System Model Based on Pushmail”, Proceedings of 2011 IEEE 2nd International Conference on Software Engineering and Service Science, July 15 2011. Beijing, China</li> <li>▪ WANG Yue, YANG Dehua, Cloud Computing: Influence on Enterprise and Response Style, Frontier Theories, Methods and Applications of Information Management and Information Systems, ISBN978-7-5608-4049-9, Aug. 2009.</li> <li>▪ SU Shiyong, YANG Dehua, Research and Application of Grey AHP in C2C Seller Selection, Frontier Theories, Methods and Applications of Information Management and Information Systems, ISBN978-7-5608-4049-9, Aug. 2009.</li> </ul> |
| Other | <p style="text-align: center;"><b><u>Memberships in Professional Associations</u></b></p> <ul style="list-style-type: none"> <li>▪ N/A</li> </ul>   |

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| Name incl. academic title<br>Institutional Association                            | Prof. Dr. Sidong ZHANG<br>Tongji CDHK  |
| Academic Background   | <p><b><u>Education</u></b></p> <ul style="list-style-type: none"> <li>▪ Syracuse University: PhD (Supply Chain &amp; Operations Management) – 2008</li> <li>▪ China Europe International Business School: MBA – 1997</li> <li>▪ Tongji University: BE – 1990</li> </ul> <p><b><u>Professional Academic Experience</u></b></p> <ul style="list-style-type: none"> <li>▪ N/A</li> </ul>  |
| Professional Career   | <ul style="list-style-type: none"> <li>▪ (Winter, 1999 – Spring, 2003) Agilent Technologies Co., Ltd.: Global Trade &amp; Tax China Region Manager</li> <li>▪ (Spring, 1998 – Winter, 1999) China Hewlett-Packard Co., Ltd.: Global Trade &amp; Tax South China Manager</li> <li>▪ (Summer, 1997- Spring, 1998) Arthur Andersen Business Consulting Co. Ltd.: Senior Consultant (Fall, 1991 - Spring, 1996) The East Asiatic Company: Project Manager</li> </ul> |
|   | <p><b>Research Interests</b></p> <ul style="list-style-type: none"> <li>▪ Optimizing supply chain performance and designing contracts to improve supply chain efficiency</li> </ul>  |
| Cooperation with Industry   | ▪  |
| Publications (selected; five most important journal articles, book chapters etc.) | <p><b><u>Journal Articles and book chapters</u></b></p> <ul style="list-style-type: none"> <li>▪ Sidong Zhang, Scott Webster, Charles Wang, "Robust Price-Setting Newsvendor Model with Interval Market Size and Consumer Willingness-to-Pay" International Journal of Production Economics 154 (2014) 100 – 112</li> <li>▪ Sidong Zhang, Scott Webster, Charles Wang, "Newsvendor Models with Alternative Risk Preferences within Expected</li> </ul>           |

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|       | <p>Utility Theory and Prospect Theory Frameworks" International Series in Operations Research &amp; Management Science, Springer New York 2012</p> <ul style="list-style-type: none"> <li>▪ Sidong Zhang, Scott Webster, Charles Wang, "A Comparison of Two Sourcing Tactics for a New Component" European Journal of Operational Research 211 (2011) 310 -317</li> </ul> <p><b><u>Books</u></b></p> <ul style="list-style-type: none"> <li>▪ N/A</li> </ul> <p><b><u>Conference Publications</u></b></p> <ul style="list-style-type: none"> <li>▪ N/A</li> </ul> |
| Other | <p><b><u>Memberships in Professional Associations</u></b></p> <ul style="list-style-type: none"> <li>▪ The Institute for Operations Research and Management Sciences</li> <li>▪ The Council of Supply Chain Management Professionals</li> </ul>   |

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| Name incl. academic title<br>Institutional Association | Prof. Dr. Xiaojin ZHENG<br>Tongji SEM  |
| Academic Background                                    | <p><b><u>Education</u></b></p> <ul style="list-style-type: none"> <li>▪ Mar., 2007-Dec., 2009, Ph.D. in Operations Research, Department of Mathematics, Shanghai University, China.</li> <li>▪ Sep., 2004-Jan., 2007, M.S. in Applied Mathematics, Department of Mathematics, Zhejiang Normal University, China.</li> <li>▪ Sep., 2001-Jul, 2004, B.S. in Mathematics, Department of Mathematics, Wenzhou Normal University, China.</li> </ul> <p><b><u>Professional Academic Experience</u></b></p> <ul style="list-style-type: none"> <li>▪ Jun., 2008-Jun., 2009, Research Assistant, Department of Systems Engineering and Engineering Management, The Chinese University of Hong Kong.</li> <li>▪ Jun., 2010-Jun., 2011, Postdoctoral Research Fellow, Department of Systems Engineering and Engineering Management, The Chinese University of Hong Kong (Joint Postdoctoral Research Program with Fudan University)</li> </ul> |
| Professional Career                                    | <ul style="list-style-type: none"> <li>▪ N/A</li> </ul>  |
|  | <p><b><u>Research Interests</u></b></p> <ul style="list-style-type: none"> <li>▪ Operations research and decision making</li> <li>▪ Portfolio selection and risk management</li> <li>▪ Optimization method</li> </ul>  |
| Cooperation with Industry                              | <ul style="list-style-type: none"> <li>▪</li> </ul>  |
| Publications (selected;<br>five most important)        | <p><b><u>Journal Articles and book chapters</u></b></p> <ul style="list-style-type: none"> <li>▪ X. J. Zheng, X. L. Sun, D. Li, Improving the performance of MIQP</li> </ul>   |

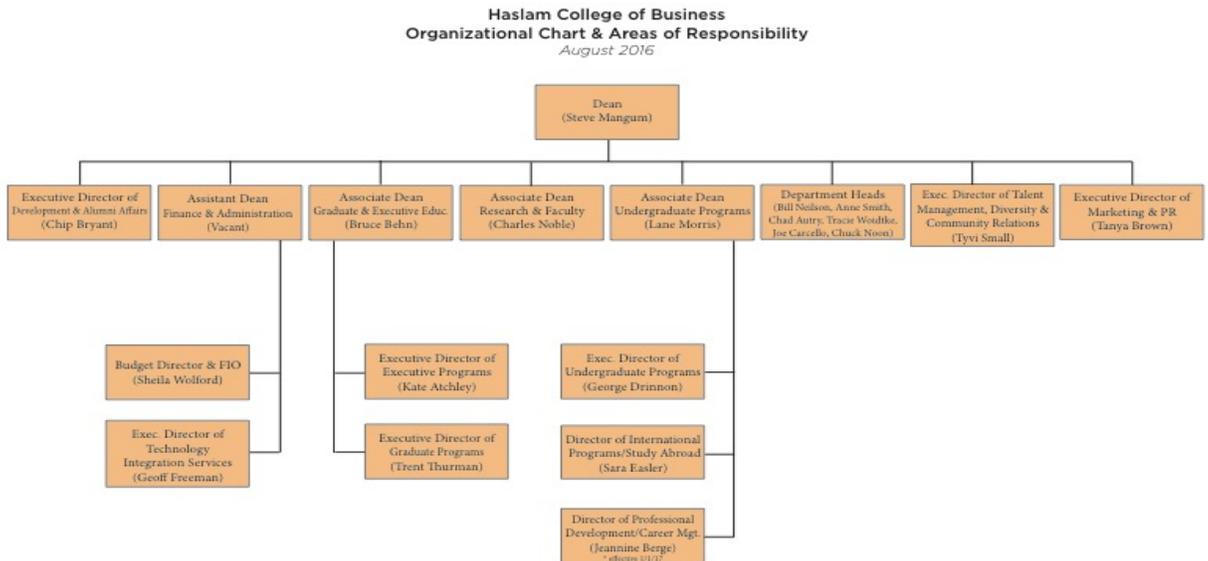
|  |  |
|--|--|
| <p>journal articles, book chapters etc.)</p> | <p>solvers for quadratic programs with cardinality and minimum threshold constraints: a semidefinite program approach, <i>Informs Journal on Computing</i>, <a href="http://dx.doi.org/10.1287/ijoc.2014.0592">http://dx.doi.org/10.1287/ijoc.2014.0592</a>, 2014.</p> <ul style="list-style-type: none"> <li>▪ X.J. Zheng, X.L. Sun, D. Li, J. Sun, Successive convex approximations to cardinality-constrained convex programs: a piecewise-linear DC approach, <i>Computational Optimization and Applications</i>, Vol.59, 379-397,2014..</li> <li>▪ X.D. Bai, X.J. Zheng, X.T. Cui, X.L. Sun, A successive convex approximation approach for sparse solutions of convex programs, <i>Pacific Journal of Optimization</i>, Vol. 10(1), 21-35,2014.</li> <li>▪ X.T. Cui, X.J. Zheng, S.S. Zhu, X.L.Sun, Convex relaxations and MIQCQP reformulations for a class of cardinality-constrained portfolio selection problems, <i>Journal of Global Optimization</i>, Vol. 56(4), 1409-1423, 2013.</li> <li>▪ X. J. Zheng, X. L. Sun, D. Li, A note on semidefinite relaxation for 0-1 quadratic knapsack problems, <i>Optimization Methods &amp; Software</i>, Vol. 28(4), 930-942, 2013.</li> </ul> <p><b><u>Books</u></b></p> <ul style="list-style-type: none"> <li>▪ N/A</li> </ul> <p><b><u>Conference Publications</u></b></p> <ul style="list-style-type: none"> <li>▪ N/A</li> </ul> |
| <p>Other</p>                                 | <p><b><u>Memberships in Professional Associations</u></b></p> <ul style="list-style-type: none"> <li>▪ N/A</li> </ul>  |

### C. New Faculty Required

No new faculty resources will be required to launch this program given the innovative and collaborative design that allows faculty from partner universities to teach components of the curriculum.

### VII: ADMINISTRATION/ORGANIZATION

The Haslam College of Business has an existing Graduate Programs Office. The Graduate Programs Office will provide administrative support, including all recruitment/admissions processing, student services, and career & professional development activities for the proposed program. Given the relatively minor increase in terms of overall graduate students, the Graduate Programs Office does not anticipate requiring any additional staff to support the proposed program. It is anticipated that the program director will come from the supply chain management faculty and all students will be assigned a faculty advisor as well. MSSCM will be housed in the Department of Marketing and Supply Chain Management, but have dotted line reporting to Graduate and Executive Education.



## VIII: LIBRARY RESOURCES

Sufficient library and information technology resources are available and no new facility or equipment are needed. The University of Tennessee, Knoxville's Hodges Library is ranked in the top 50 of the public universities libraries. The library's website at <http://www.lib.utk.edu> provides a gateway to the library catalog, an electronic database/indexes collection, internet resources, and library services. The University of Tennessee Libraries' extensive collection of resources for faculty and students includes over 3 million print volumes, 13,000 serial titles, 2,700,154 microforms and 27,710 audio tapes, 24,119 films and audiovisual materials, and over 400 electronic databases and indexes. The University Libraries provides significant support to all UTK graduate students, including dedicated subject librarians, online and off-campus access and document delivery. The University Libraries databases include Business Source Complete, IBISWORLD, Mergent Online and others. Full-service and dedicated IT support is available to our graduate students through the office of Technology Integration Services, which provides infrastructure, customer service and support of learning technologies to all students, as well as faculty and staff.

## IX: SUPPORT RESOURCES

### A. Cooperating Institutions

Two partner schools will assist in the delivery of this program.

#### **Kühne Logistics University (KLU) (Hamburg)**

KLU is a private educational institution founded in Hamburg, Germany in 2010 through the financial support of Klaus-Michael Kühne, the major shareholder of Kühne+Nagel. Mr. Kühne's vision is "to educate the leaders of tomorrow in logistics and management". The Kühne Foundation, of which Mr. Kühne is the Chairman of the Board, provides financial support to KLU and has committed itself to doing so on a long-term basis. In keeping with this goal, the university offers a bachelor's degree in Management, two master's degrees (one in Global Logistics and Supply Chain Management<sup>13</sup>, the second in Management), and an EMBA. KLU also offers a PhD program.

The university currently has 200 students and 17 faculty members as well as a growth plan to move to about 400 students and 28 faculty members by 2018. About half of KLU's students are from abroad – spanning the globe – the other half from Germany. English is the language of instruction. All students are required to spend a semester

studying abroad. All students are also required to do an industrial internship, and KLU prepares students systematically for this experience and their future work with an extensive careers program.

KLU is also focusing on programs being taught abroad, in particular in connection with large foreign infrastructure projects. To this end, KLU is offering its EMBA in Jakarta to staff of the Indonesian Port Authority to empower them to make more efficient use of their infrastructure. A similar program is being offered for the State Railway Company of Kazakhstan. Other comparable programs at various locations around the world are in the planning stage.

KLU is a research-intensive university, its faculty devoting between 1/3 and 2/3 of their time to research. In the 2012 Handelsblatt Ranking of all 50 business faculties in German speaking countries, KLU attained the 7<sup>th</sup> position in research output per professor – despite being only in its 3<sup>rd</sup> year of operation at the time.

### **Tongji University School of Economics and Management (SEM) (Shanghai)**

Tongji University began programs in Economics and Management in 1956, and was one of the earliest universities in China to launch such majors. The School of Economic Management was founded in 1984, and merged with the Business School to become the School of Economics and Management (hereinafter referred to as SEM) in 1998. At present, SEM covers the main disciplines of Economics and Management through the Department of Management Science and Engineering, the Department of Construction Management and Real Estate, the Department of Business Administration, the Department of Accounting, the Department of Public Administration, and the Department of Economics and Finance. Corresponding research institutes and laboratories have also been established in second-level disciplines. After over fifty years of development, SEM has gradually established a mission of Innovation, Cultivation, and Service with a goal of Internationalization and a strong research orientation.

SEM currently boasts 210 faculty members, among whom 60 are professors, 74 are associate professors. At present, there are more than 1500 registered undergraduates, over 4000 postgraduates (including academic postgraduates and postgraduates of professional degrees, such as MBA, Master of Public Administration, Master of Engineering Management, EMBA) and doctoral candidates. After about 30-year development, SEM has cultivated thousands of professional management talents, who are now playing important roles in the development of the national economy.

Scientific research, both academic and applied, is the main focus of the school's development. Focusing on the real needs of discipline construction and economic development, SEM combines teaching and scientific research. SEM actively undertakes research programs at the national level, working with concerned ministries, commissions and enterprises. Meanwhile, international cooperative programs have been developed with many foreign scientific research institutions, colleges and universities in the US,

Germany, Switzerland, etc. The overall scientific research level ranks among the top in business schools in China.

International cooperation and exchange is one of SEM's significant features and advantages. SEM has collaborated in undergraduate and graduate programs with ESCP Europe Business School and ESSEC Business School, an MBA double-degree program with Manchester Business School, an EMBA double-degree program with University of Mannheim, MBA and Finance programs with Case Western Reserve University and the SIMBA program with ENPC School of International Management. At present, SEM has established collaborative partnerships with over 60 renowned business schools and universities in 16 countries in terms of faculty exchanges, scientific research and student exchange.

SEM has had many achievements in its international growth and disciplinary development. At present, SEM is an official member of AACSB, EFMD, AMBA and PRME. It has been awarded both AMBA Accreditation and EQUIS Accreditation. In 2012, SEM was ranked the seventh among Top Business Schools of Mainland China in Eduniversal Worldwide Business School Ranking, and it has also been honored the Most Influential Brand of MBA Program by Forbes, China. In the future, Tongji-SEM will pursue its efforts to develop an internationally-renowned School of Economics and Management.

## **B. Facilities: Haslam College of Business**

The new James A. Haslam II Business Building is a technologically advanced, state-of-the-art campus-within-a-campus. This striking, flexible, world-class building is drastically elevating our learning environment and strongly positioning us as a competitive player among the nations best business schools.

Building Highlights: James Haslam 165,000 square foot facility, A large entry atrium to be used as a gathering place for faculty, students, and corporate representatives, Thirty-four modern classrooms, including tiered, flat and flexible, and seminar style, More than 50 offices for staff and administration, Thirty-one team rooms; four presentation rooms, and Graduate and Executive Education with administrative and educational space.

## **C. Instructional Equipment**

The Haslam College of Business has access to the necessary instructional equipment including classrooms, computer hardware, and software. No additional equipment will be needed.

## **D. Support Personnel**

As previously discussed, the Graduate Programs Office within the Haslam College of Business will provide support to this program. No additional personnel are requested at this time.

## **X. ESTIMATED COST/BENEFIT**

### **A. Estimates of Cost/Benefit**

Financial proforma numbers are detailed in Attachment A. These numbers are based on estimates of number of students enrolled (i.e., starting with 10 in year 1 (8 in-state and 2 out-of-state) and having 20 in year 5 (17 in-state and 3 out-of-state) based on current in-state and out-of-state tuition rates. Thus, in year 5 there will be an estimated 40 students enrolled (2 classes). Even if there were a few students that did not graduate, this would not significantly affect the proforma numbers included in Attachment A. The program fee (subject to Board approval) will be \$1,000 per student per year, with no anticipated increases for the first 5 years. Estimated support staff costs start at \$41,666 (.5 FTE initially) and increase to 1 FTE in year five. There are \$40,000 of start-up costs included in year 1. There are \$10,000 of travel and related costs included in the operating budget starting in year 1 and moving forward. Costs are estimated and use a 3% percent inflation factor over time. Initially we are estimating an overall loss in year 1 of \$18,501, which will be covered by HCB.

## **XI. CONSULTANTS**

We recommend the three experts below to review the MSSCM program proposal and answer questions that may arise:

Dr. Thomas J. Goldsby, PhD  
Chair, Department of Marketing & Logistics  
Harry T. Mangurian, Jr. Foundation Professor in Business  
Fisher College of Business  
Ohio State University  
536 Fisher Hall, 2100 Neil Avenue  
Columbus, OH 43210  
(614) 247-4261

Prof. Dr. Lutz Kaufmann, PhD  
Professor and Chair, International Business & Supply Chain Management  
WHU – Otto Beisheim School of Management  
Burgplatz 2  
56179 Vallendar, Germany  
+49 (0) 261 6509.320

Dr Kenneth J. Petersen, PhD  
Professor and Dean, College of Business and Economics  
Boise State University  
Micron Business and Economics Building Room 3131  
2360 W. University Drive  
Boise, ID 83706  
(208) 426-1125

**Attachment A:  
THEC Form (UTK Perspective)**

|  | <b>Expenditures</b> |               |               |               |               |
|--|---------------------|---------------|---------------|---------------|---------------|
|  | <b>Year 1</b>       | <b>Year 2</b> | <b>Year 3</b> | <b>Year 4</b> | <b>Year 5</b> |
| Start-up Costs   | \$40,000            | \$0           | \$0           | \$0           | \$0           |
| Faculty Salaries (no new faculty )                                     | \$0                 | \$0           | \$0           | \$0           | \$0           |
| Support Staff  | \$41,699            | \$41,700      | \$83,400      | \$83,400      | \$83,400      |
| Operating Costs  | \$27,000            | \$34,299      | \$35,328      | \$36,388      | \$37,479      |
|  | \$108,699           | \$75,999      | \$118,728     | \$119,788     | \$120,879     |
|  | <b>Revenue</b>      |               |               |               |               |
|  | <b>Year 1</b>       | <b>Year 2</b> | <b>Year 3</b> | <b>Year 4</b> | <b>Year 5</b> |
| Program Fees   | \$10,000            | \$30,000      | \$40,000      | \$40,000      | \$40,000      |
| Tuition to UTK   | \$80,198            | \$231,385     | \$302,374     | \$302,374     | \$302,374     |
| Total Students per Year (starting in year 2 there will be two cohorts) | 10                  | 30            | 40            | 40            | 40            |
| Total Revenue  | \$90,198            | \$261,385     | \$342,374     | \$342,374     | \$342,374     |
| Total Expenditures   | \$108,699           | \$75,999      | \$118,728     | \$119,788     | \$120,879     |
| Revenues less Expenditures<br>HCB will cover loss in year 1            | -\$18,501           | \$185,386     | \$223,646     | \$222,586     | \$221,495     |

Attachment B:



July 19, 2016

Tennessee Higher Education Commission  
404 James Robertson Parkway  
Suite 1900  
Nashville, TN 37243

To Whom It May Concern:

I am writing this letter in support of the University of Tennessee Knoxville's proposed Master of Science in Supply Chain Management program. As the world's most recognized name in logistics, FedEx is continually looking for cutting-edge supply chain management practices. This pursuit of excellence also applies to our Sourcing & Procurement shared services team, which is responsible for conducting enterprise-wide sourcing initiatives and establishing world-class procurement practices. As global trade continues to expand and the supply chain profession continues to evolve, applicants who have the education, the training, and the experience needed to excel are in high demand.

The Haslam College of Business at UT Knoxville is already widely recognized for the quality of its Supply Chain Management undergraduate and MBA programs, and a dedicated Master of Science program is the next logical step. The focus on sourcing and procurement, data science, and supply/demand planning will better prepare students for the needs of Global Fortune 500 organizations. In addition, the requirement for two semesters abroad will give students invaluable, hands-on exposure to international trade.

I commend UT and its leadership for recognizing that a more focused graduate program is needed in order to fully equip the supply chain professionals of tomorrow, and I fully support the effort. It is my hope and recommendation that the Tennessee Higher Education Commission will approve this program.

Sincerely,

A handwritten signature in black ink, appearing to read "Susan M. Spence", written over a horizontal line.

Susan M. Spence  
Vice President, Sourcing

