

# ARAVIND CHANDRASEKARAN

**Interim Dean and John W. Berry Sr. Chair in Business**

Fisher College of Business, The Ohio State University

Phone: 614-292-4223 (office) 763-234-5010 (cell) 614-292-1272 (fax)

Email: [chandrasedkaran.24@osu.edu](mailto:chandrasedkaran.24@osu.edu); [LinkedIn Page](#)

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## ADMINISTRATIVE APPOINTMENTS & ACCOMPLISHMENTS

- **Interim Dean – Fisher College of Business** (June 2025 – Present)
- **Senior Associate Dean for Faculty, Research and Non-Degree ExecEd** (August 2024- May 2025)
  - Oversees all aspects of the college and administration
  - Fund Raising and External Engagements for Student Scholarships
- **Associate Dean for Graduate Programs and Executive Education** (April 2021 – August 2024)
  - Oversees all graduate programs (12 master’s program), Graduate Certificates, Micro-Credentials and Non-Degree Custom Executive Education Programs
  - Design Online WP MBA program and Micro-credential offerings
    - 100% Growth in student enrollments in Online Programs.
    - First Micro-Credential Launched on Fintech for Non-Degree Students
  - Re-imagined FT MBA Program to improve employment outcomes (2024)
  - Implemented 4 Stackable Certificates Leading to Online WP MBA Degree Programs
  - Launched New Online Program on Master’s in Supply Chain Management (MSCM)
  - Developed Multi-Cohort Programs with Tata and Mahindra (3000 managers & executives trained)
  - Oversees Office of Career Management (25% increase in FT MBA Salaries in 2 years)
  - Grew Exec Education by 100% in revenue in 3-years (Doubled enrollments)
- **Associate Dean for Executive Education** (August 2020 – April 2021)
  - Responsible for Executive Graduate Programs (EMBA, MBOE), Graduate Certificates and Non-Degree Custom Executive Education Programs
  - New Certificate Offerings (Credit-Based) on IT Strategy
  - New Global Immersion Offering in Partnership with SPJIMR – India
- **Academic Director – MBOE** (July 2018 – August 2021)
  - Developed an integrated executive graduate degree offering in operational excellence combining leadership, problem solving and analytics
  - Grew the program enrollments and diversity of students enrolled in the program

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## ACADEMIC APPOINTMENTS

Fisher College of Business, The Ohio State University

**Professor of Operations** (with tenure)

June 2020 – Present

**Fisher College of Business Distinguished Professor**

July 2021 – Present

**Associate Professor** (with tenure)

June 2015 – May 2020

- FCOB Distinguished Faculty Award

2015 – 2018

**Assistant Professor**

July 2009 – May 2015

**Courtesy Research Appointment**

**Research Fellow - Mayo Clinic**

Jan 2017 – Jan 2023

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## EDUCATION

**Ph.D., Business Administration, University of Minnesota**

June 2009

**M.S., Industrial Engineering, University of Minnesota**

June 2004

**B.S., Mechanical Engineering, College of Engineering, Anna University India**

April 2002

## SELECTED HONORS AND AWARDS

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- JOM Best Paper Award (Beacon Award) for Impact 2025
- JOM Meritorious Service Award 2023
- Chan Hahn Best Paper Award (Academy of Management) 2021
- Illinois Strategic Organizations Initiative Research Award 2020
- Poets & Quants Best 40 Under 40 Professors 2017
- Outstanding Core Professor, WPMBA 2016
- Pace Setter Research Award 2015
- Carol J. Latta Award for Outstanding Early Career Scholar (awarded by DSI) 2013
- Winner of INFORMS – ISA Best Paper Award 2013
- Daniel Westerbeck Pace Setter Teaching Award 2013
- Chan-Hahn Best Paper Award Finalist 2013
- Outstanding Reviewer for Decision Sciences Journal 2012
- Outstanding Core Professor in WPMBA Program 2012
- Faculty Co-Author, Best Student Paper Award at Academy of Management 2011
- Elwood S. Buffa Best Dissertation (awarded by DSI) 2010
- Carlson School Dissertation Fellowship, University of Minnesota 2008
- First Recipient of Kristy O. Cua Award for Doctoral Student Excellence 2007
- Joseph M. Juran Fellow, Juran Center for Leadership in Quality 2007
- Carlson School of Management Teaching Award for Excellence in Teaching 2007
- Joseph M. Juran Doctoral Award 2006

## RESEARCH INTERESTS

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- Healthcare Operations
- Product and Process Innovation
- AI and Operational Excellence
- Organizational Learning and Ambidexterity

**h-index:** 26 (Google)      **i-10:** 43 (Google)

- **Peer Reviewed Research Articles: 45**
- **Articles in UT Dallas 24 Research Journal List: 32**
- **Articles in Tier 1 Medical Journals: 7**

## **BOOKS PUBLISHED**

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

## **JOURNAL PUBLICATIONS**

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- [1] Mosner, F., F. Sting, A. Chandrasekaran. 2026. How Middle Managers Affect Frontline Idea Generation: Evidence from Healthcare Operations. **Forthcoming at Journal of Operations Management**
- [2] Goradia, D., A. Chandrasekaran. 2025. Examining the role of single versus dual decision-making approach for patient care: Evidence from Cardiology Patients. **Journal of Operations Management** **71(1)** 11-39.
- [3] Chandrasekaran, A., R. Oliva, B. Staats. 2024. Registered Reports in Operations Management: Lessons from an experimental Trial. **Journal of Operations Management** **70 (5)** 678-685.
- [4] Lowery, J., A. Chandrasekaran, A. Headings, A. Hyder, 2024. Toward Health Promotion and Prevention: Evidence from a food and health partnership model of care. **Journal of Operations Management** **70 (6)** 1007-1038.
- [5] McKie, E., A. Chandrasekaran, S. Venkataraman. 2024. How do Curbside Feedback Tactics Impact Households' Recycling Performance? Evidence from Community Programs. **Production and Operations Management** **33(5)**, 1064-1082
- [6] Anderson. E., A. Chandrasekaran. 2024. How to sustain healthcare process improvement in heterogenous teams? Evidence from a systems dynamics model. **Production and Operations Management** **33(4)**, 880-902
- [7] Bendoly, E., A. Chandrasekaran, M. Lima, R. Handfield, S. Roscoe. 2023. The Role of Generative Design and Additive Manufacturing Capabilities in Developing Human-AI Symbiosis. **Decision Sciences** **55(4)** 325-345.
- [8] Peng, X., Y. Ye, X. Ding, A. Chandrasekaran. 2023. The impact of nursing staffing on turnover and quality: An empirical examination of nursing care within hospital units. **Journal of Operations Management** **69(7)** 1124-1152
- [9] Lan Y., A. Chandrasekaran, Gordia, D., D. Walker. 2022. Collaboration Structures in Integrated Healthcare Delivery Systems: An Exploratory Study of Accountable Care Organizations. **MSOM**, **24(3)** 1796-1820
- [10] Pan, M., A. Chandrasekaran, J. Hill, M. Rungtusanatham. 2022. Multidisciplinary R&D Project Success in Small Firms: The Role of Multi-Project Status and Project Management Experience. **Production and Operations Management** **31(7)** 2806-2821

- [11] Chu, Y., S. Harris, A. Chandrasekaran, K. Hill. 2022. Improving Care Transitions with Standardized Peer Mentoring: Evidence from Intervention-Based Research Using Randomized Control Trial. *Forthcoming at Journal of Operations Management* **68(2)** 185-214.
- [12] Lan, Y., Gordia, D., Chandrasekaran, A., 2021. Ancillary Cost Implications of Physicians Multisiting and Inter-Organizational Collaboration during healthcare delivery. *Production and Operations Management* **31(2)** 561-582
- [13] Ye, Y, D. Peng, D. Xing, A. Chandrasekaran 2022. Cost- Quality Tradeoff In Nurse Staffing: An Exploration of US Hospitals Facing Market Competition. *International Journal of Operations and Production Management*
- [14] Basole, R., E. Bendoly, A. Chandrasekaran, K. Linderman 2022. Visualization in Operations Management Research. *INFORMS Journal of Data Science, Oct-Dec 2022* **115-195**.
- [15] Lampman, M., A. Chandrasekaran, Shah, N., Brenda M., Giblon R., M. Tumerman, B. Staats., P. Ward, D. Rushlow. 2021. Optimizing huddle engagement through leadership and problem solving within primary care: results from a cluster-randomized trial. *Journal of General Internal Medicine* **36**, 2292-2299 (2021)
- [16] Anand, G., A. Chandrasekaran, L. Sharma. 2021. Sustainable Process Improvements: Evidence from Intervention-Based Research. *Journal of Operations Management* **67 (2)** 212-236.
- [17] Lan, Y., B. Massimino, J. Gray, A. Chandrasekaran. 2020. The Effects of Product Development Network Position on Product Performance and Confidentiality Performance. *Journal of Operations Management* **66(7-8)**, 866-894.
- [18] Chandrasekaran, A., De Treville, S., Browning T., 2020. Intervention Based Research – What, Where and How to Use in Operations Management. *Journal of Operations Management*, **66(4)** 370-378.
- [19] Madiedo, J.P., Chandrasekaran, A. and Salvador, F., 2020. Capturing the Benefits of Worker Specialization: Effects of Managerial and Organizational Task Experience. *Production and Operations Management*, **29(4)**, pp.973-994.
- [20] Sharma, L., Chandrasekaran, A. and Bendoly, E., 2020. Does the Office of Patient Experience Matter in Improving Delivery of Care? *Production and Operations Management*, **29(4)**, pp.833-855.
- [21] Choo, A.S., Chandrasekaran, A. and Chinaprayoon, C., 2020. The Role of Domestic and Foreign Knowledge Inflows on the Relationship between R&D Portfolio Mix and Innovation Outcomes: An Empirical Study of Manufacturing Firms in an Emerging Economy. *Decision Sciences*, **51(2)**, pp.349-394.
- [22] Kale, S., Chandrasekaran, A., Kullgren, J., Moline, T., Hritz, C., Russell, D. and Mortazavi, A., 2020. Impact of Team-Based Care Models: A Lean Six Sigma Strategy to Improve Palliative Team Effectiveness and Reduce 30-Day Readmissions. *Journal of Pain and Symptom Management*, **59(2)**, pp.510-511.
- [23] Chandrasekaran, A., J. Toussaint., 2019. Creating a culture of continuous improvement. *Harvard Business Review* **5(24)**, 2-5.
- [24] Chandrasekaran, A., Linderman, K., Sting, F., 2018. Avoiding epistemological silos and empirical elephants in OM: How to combine empirical and simulation methods? *Journal of Operations Management* **63** 1-5.

- [25] Branda, M., Chandrasekaran, A., Tummerman, M., Ward P., Staats, B., Shah N., Lampman, M., Rushlow, D., 2018. Optimizing huddle engagement through leadership and problem solving within primary care: A study protocol for a cluster randomized trial. *Trials* **19(1)** 536
- [26] Anderson, E., Chandrasekaran, A., Davis-Blake, A. Parker, G. 2018. Managing Distributed Product Development Projects: Integration Strategies for Language and Time-Zone Barriers. *Information Systems Research* **29** (1) 42-69.
- [27] Briggs, K., Sharma, L. Chandrasekaran, A., Finefrock D., 2018. The effect of a hybrid training program: Improving nursing communication skills and HCAHPS scores through a Field Experiment. *Journal of Nursing Management* **49(2)**, 51-53
- [28] Van Aken, J., Chandrasekaran, A., Halman, J. 2016. Conducting and Publishing Design Science Research: Inaugural essay of the design science department. *Journal of Operations Management*. **47-48**, 1-8
- [29] Chandrasekaran, A., Anand, G., Sharma, L., Pesavento, T., Hauenstein, M., Moffatt-Bruce, S., 2016. The Role of In-Hospital Care Quality in Reducing Anxiety and Readmissions of Kidney Transplant Recipients. *Journal of Surgical Research* **205(1)** 252-259.
- Featured Article for the Issue
- [30] Senot, C., Chandrasekaran, A. 2015. What has the highest impact on Readmissions Rates? *Harvard Business Review Digital Article* (A joint collaboration between HBR-NEJM)
- [31] Senot, C., Chandrasekaran, A., Ward, P., 2016. Pursuing Conformance and Experiential Quality during the Delivery of Healthcare: Evidence from Multiple-Case Studies in U.S. Hospitals. *Journal of Operations Management* **42-43** 62-79.
- [32] Sharma, L., Chandrasekaran, A., Boyer, K., McDermott, C., 2016. The Impact of Health Information Technology Bundles on Performance: An Econometric Study. *Journal of Operations Management* **41(2016)** 25-41.
- Winner of 2014 Academy of Management Best Student Paper Award
- [33] Chandrasekaran, A., Linderman, K., Sting, F., Benner, M. 2016, Managing R&D Project Shifts in High-Tech Organizations: Multi-Method Study. *Production and Operations Management* **25** (3): 390-416
- [34] Senot, C., Chandrasekaran, A., Ward, P. 2016. Combining Routines in Health Care Delivery: An Investigation of Hospitals' Performance Path. *Production and Operations Management* **25** (3): 458-476.
- Finalist of 2018 POMS Best Service Operations Paper
- [35] Senot, C., Chandrasekaran, A., Ward, P., Tucker, A., Moffat-Bruce, S 2016. The Impact of Combining Conformance Quality and Experiential Quality on Readmissions and Cost Performance. *Management Science* **62** (3): 829-848
- [36] Mishra, A., Chandrasekaran A., MacCormack, A., 2015. Collaboration in Multi-Partner R&D Projects: The Impact of Partnering Scale and Scope. *Journal of Operations Management* **33-34** (1-14)
- Lead article
- [37] Chandrasekaran, A., Linderman, K., Schroeder, R.G.2015. The Role of Project and Organizational Context in Managing High-Tech R&D Projects. *Production and Operations Management* **24(4)** 560-586.

- [38] Chandrasekaran, A., Linderman, K., 2015. Managing Knowledge Creation in High-Tech R&D Projects: A Multi-method Study. *Decision Sciences* 46(2), 267-300.
- [39] Salvador, F., Chandrasekaran, A., Sohail, T., 2014. Product Configuration, Ambidexterity and Firm Performance in the context of Industrial Equipment Manufacturing. *Journal of Operations Management*, 32(4) 138-153.
- Lead article
- [40] Chandrasekaran, A., Senot, C., Boyer, K. 2012. Process Management Impact on Clinical and Experiential Quality: Managing Tensions between Safe and Patient-Centered Healthcare. *Manufacturing and Service Operations Management*, 14(4) 548-566
- Winner of **INFORMS-ISA Best Paper Award** for the best industry studies publications among 848 articles published in all INFORMS journals during the year 2012.
- [41] Chandrasekaran, A. Mishra, A. 2012. Task Design, Team Context and Psychological Safety: An Empirical Analysis of R&D Projects in High Technology Organizations. *Production and Operations Management*, 21(6), 977-996
- Lead article
- [42] Chandrasekaran, A., Linderman, K., and Schroeder, R.G. 2012. Antecedents to Ambidexterity Competency in High Technology Organizations. *Journal of Operations Management*, 30(1-2) 134-151.
- [43] Linderman, K., Chandrasekaran, A., 2010. The Scholarly Exchange of Knowledge in Operations Management. *Journal of Operations Management*, 28(4), 357-366.
- [44] Shah, R., Chandrasekaran, A., Linderman, K., 2008. In pursuit of implementation patterns: The context of lean and Six Sigma. *International Journal of Production Research*, 46 (23), 6679-6699.
- [45] Gadkari, M., Chandrasekaran, A. 2012. The Emergency Department (ED) at the Burton Group of Hospitals - Application of Lean and Value Stream Mapping, *Operations Management Education Review* 6 59-78.

#### **ARTICLES UNDER REVISIONS OR UNDER REVIEW**

- [46] Learning from High Work-Load Environments: An Empirical Study of Learning by Doing in Call-Centers (with Anand Nandkumar and Srikanth Kannan) **Under Review**
- [47] The impact of virtual visit adoption on ambulatory care utilization and patient health outcomes (with Jane Iversen and Yingchao Lan) **Revision at MSOM**
- [48] The role of access in improving prevention and healthcare costs (with Yingchao Lan ) **Under Review**
- [49] Primary Care Regularity, Continuity, Race and Healthcare Outcomes (with Y. Lan and V. Ahuja) **Under Review**
- [50] Improving Recycling Quality through AI and Green Nudges: Evidence from a Field Experiment (with Erin McKie and Nikhil Sharma) **Under Review**

### **WORK IN PROGRESS (Completed working papers available)**

- [51] Effect of telemedicine adoption on regularity and continuity (with Jane Iversen)
- [52] Role of Virtual Visits on Provider Burnouts (with Jane Iversen)
- [53] Role of AI in routing messages during patient care (with Mohamed Megahed and Nate Craig)

### **PEER REVIEWED CONFERENCE PROCEEDINGS**

- [54] Lan, Y., Chandrasekaran, A., Walker 2017. Collaboration Structures in ACOs. *Academy of Management Best Paper Proceedings*
- [55] Sharma, L., Chandrasekaran, A., Boyer, K., 2014. The Impact of Hospital Information Technology Bundles on Performance: an Econometric Study. *Academy of Management Best Paper Proceedings*
- [56] Senot, C., Chandrasekaran, A., Ward, P., Tucker, A., 2013. Do Professional Service Organizations Financially Benefit from Conformance and Experiential Quality. *Academy of Management Best Paper Proceedings* 1, 11058-11065
- [57] Senot, C., Chandrasekaran, A., Boyer, K. 2011. The Role of State and Hospital leadership in CMS Process Management: Effects on Art and Science of Care. *Academy of Management Best Paper Proceedings*, p 1-6
- [58] Chandrasekaran, A., Linderman, K., and Schroeder, R.G., 2008. Managing Innovation and Improvement in High Technology Organizations: Evidence from Multiple Case Studies. *Academy of Innovation and Entrepreneurship Proceedings*, p.297-303

### **SELECTED RESEARCH GRANTS**

- Co-Investigator for President Carter Accelerator Grant (Spring 2025) - \$50,000 to study ISO42001 adoption and AI outcomes
- Co-Investigator for Center for Responsible AI Governance (CRAIG) (NSF Grant – Pending) – Collaborators include Dennis Hirsch (Professor of Law), Srinivasan Parthasarathy (Professor of Computer Science)
- Ford Research on Data Ethics Management (2019-2020) (\$90,000) (Co-PI, PI – Dennis Hirsch)
- Zimmer Biomet Grant to study physician decision making during knee-replacement procedure (2018) (\$58,000) (Role – PI)
- Facebook & Risk Institute Grant for studying Data Ethics (Role- Co-PI, Other PIs – Dennis Hirsch, Srin Parthasarathy and Tim Bartley) (\$100,000)
- Middle Market Research Grant on “How Middle-Market Firms Best Exploit Their Innovation (Co-Investigators Ken Boyer, Aravind Chandrasekaran and John Gray) (\$50,000) [Some of the findings from this grant was used in published research article #11]
- Small Research Grants (2009 – 2016) (\$2000 each)

### **RESEARCH PROJECTS (FIELD EXPERIMENTS)**

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

- Randomized Control Study of Team Huddles in Outpatient Care Delivery
- Effectiveness of Patient – Patient Learning through Standardized Mentoring Program (with Susan Moffat-Bruce)

## **OTHER PUBLICATIONS**

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### *Managerial Writing*

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

### *TEACHING CASES*

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

### *OTHER PUBLICATION (Non-Refereed)*

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

## **SELECTED PRESENTATIONS**

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### *Keynotes*

- AI and Operations at World Operational Excellence Summit (Scheduled Portugal Sept 2025)
- Keynote Speaker at FedEx Center on AI and Operational Excellence - Memphis (April 2025)
- Mahindra Keynote (Oct 2024)
- Nationwide CTO Retreat (May 2024)
- Tata Motors Senior Leaders (Oct 2023)
- Mahindra Institute Quality Opening Keynote (October 2023, October 2022, August 2021, December 2018)
- Ohio Advanced Provider HIT conference (March 2018) (300 attendees)
- Advanced Practice Provider Conference (November 2016) (500 attendees)
- COE Professional Development (December 2016) (150 attendees)
- Annual EMS Conferences (March 2017) (150 attendees)

### *Invited Academic Talks*

- Erasmus University (May 2023)
- University of South Carolina (March 2023)
- University of Warwick (April 2023)
- Texas A&M Mays Business School (December 2022)
- RMIT University Melbourne (June 2022)
- University of Houston (October 2021)
- University of Minnesota (February 2021)
- University of North Carolina – Chapel Hill (May 2019)
- University of Oxford (March 2019)
- University of Cincinnati (November 2018)
- SMU Cox Business School Dallas (October 2018)

- University of Virginia (Darden Business School) (Oct 2018)
- University of Texas Austin (November 2017)
- IIT Mumbai Shailesh Mehta School of Management (Feb 2017)
- University of Virginia Darden School (October 2016)
- Singapore Management University, Singapore (May 2016)
- Indian School of Business (ISB), Hyderabad (Dec 2015)
- University of Minnesota (June 2015)
- IE School of Business Madrid, Spain (May 2015)
- Cleveland Clinic Empathy Innovation Summit (May 2014)
- University of Toledo (February 2014)
- IE School of Business Madrid, Spain (September 2013)
- Darden Conference on Innovation, University of Virginia (May 2013)
- Engineering Globalization Workshop – National Science Foundation (May 2012)
- Moore School of Business, University of South Carolina (April 2012)
- Georgia Institute of Technology (October 2011)
- Smeal College of Business, Penn State University (October 2011)
- College Wide Research Colloquium, Fisher College of Business (May 2011)

#### *Selected Invited Conference Presentations*

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

#### *Selected Executive Presentations*

- 2024 JP Morgan Chase on Responsible AI Management
- 2023 COE Professional Development on AI Ethics (December 2023)

- 2019 COE Summit (April 2019)
- Nanavati Hospitals on Healthcare Operational Excellence (January 2019)
- 2018 CLEAR Research Summit, Chicago (June 2018)
- 2017 Cleveland Clinic Patient Experience Summit (May 2017)
- 2017 CLEAR Research Summit Palm Springs (June 2017)
- 2016 Summer Innovation Series (COE) – 3 events (June, July, August 2016)
  - More than 300 participants
- 2016 Mayo Population Health Strategy Meeting
- 2015 ViaQuest Conference on Patient Centeredness
- Operations Council Retreat at the Wexner Medical Center, May 2014
- Identifying and Managing Disruptive Innovation at the COE Summit on Leadership Through Excellence, April 2014
- Managing tensions between Safe and Patient Centered Care (PTS Physicians Group), September 2013
- Developing Ambidextrous Managers –The COE Summit on Leadership Through Excellence, May 2013
- Managing Exploration – Exploitation Tensions in Organizations – at the Dean’s Advisory Council Meeting (Fisher College of Business), April 2013
- Managing Tradeoffs between Patient Experience and Clinical Quality – Evidence from US Hospitals (Beryl Institute of Patient Experience – webinar attended by director of quality from 60 US Hospitals), July 2012
- Managing Incremental and Radical Innovation in High Technology Organizations, Center for Operational Excellence - Webinar at the Ohio State University, September 2010
- Multiple Levels of Ambidexterity – How can they help? at Honeywell Incorporated, April 2008
- How to maintain a sustainable competitive advantage in high technology organizations? – A Research Overview at the Minnesota High Technology Association (MHTA), July 2008
- How to survive in the pace of change? Rethinking the Innovators Dilemma at the Hutchinson Technology Incorporated (Attendants include the CEO, CTO and CQO, 35 attendants), March 2008
- Balancing innovation and improvement at 3M (March 2008)
- Managing Innovation and Quality at the Minnesota Council for Quality – Round Table Meetings, Carlson Group of Companies, February 2007
- Implementing Six Sigma in Financial Organizations: Challenges and Opportunities - Wells Fargo Limited (Attendants include 30 project managers), February 2004

## **TEACHING EXPERIENCE**

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### **Executive MBA Core in Operations Management**

- Fall 2024 SEI – 4.8/5.0
- Fall 2023 SEI – 4.9/5.0
- Fall 2022 SEI – 4.6/5.0
- Fall 2021 SEI - 4.9/5.0
- Fall 2020 SEI - 5.0/5.0
- Fall 2019 SEI – 4.9/5.0
- Fall 2018 SEI – 4.7/5.0

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

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

- Fall 2016 Student Evaluation of Instruction (SEI) score: 4.4/5.0 & 3.9/5.0 (120 students)
- Fall 2015 Student Evaluation of Instruction (SEI) score: 4.6/5.0 & 4.5/5.0 (120 students)
  - *Won the Outstanding WP MBA Core Professor (May 2016)*

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

#### MBA Elective in **Product and Process Innovation** (MBA Elective)

- Spring 2017 – Integrated course with Dan Oglevee and Michael Camp (SEI: 4.8/5.0)
- Fall 2016 Student Evaluation of Instruction (SEI) score: 4.7/5 (44 students)
- Spring 2016 Student Evaluation of Instruction (SEI) score: 4.8/5 (28 students)
- Fall 2015 Student Evaluation of Instruction (SEI) score: 4.6/5 (48 students)
- Fall 2014 Student Evaluation of Instruction (SEI) score: 4.6/5 (36 students)

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

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

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

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

#### PhD Seminars

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

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

#### **Exec-Ed Program Development**

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

#### **ExecEd Teaching**

- TCS Phoenix Executive Education Programs (Over 2000 participants trained in 3-years)

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

## **Teaching Related Certifications and Activities**

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Art and Craft of Discussion Leadership

- Harvard Business School 2009

Program for the Advancement of Classroom Excellence (PACE) 2008

- Recipient of teaching certificate and mentoring program

## **PROFESSIONAL EXPERIENCE**

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Programmer Analyst, Cognizant Technology Solutions 2002

- Client server Programming – for JPMorgan Chase

Brakes India Limited (A part of TVS Motors Incorporated) 2000

- Quality circle implementer at the disk-brake division

## **ACADEMIC SERVICE**

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### **Journal & Society Service**

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

- 2016 & 2017 POMS Healthcare Best paper awards
- 2017 & 2015 POM Doctoral Consortium
- 2014 DSI New Faculty Consortium
- 2014 & 2013 Elwood – Buffa Award Judge
- 2017-2019 POMS College of Operational Excellence (VP Meetings)

### **Ph.D. Dissertations Supervised**

1. Claire Senot (Co-advisor with Peter Ward)  
Dissertation: *Combining Conformance Quality and Experiential Quality When Delivering Care*, (2014)  
**Placement: Tulane University (Assistant Professor, Tenured 2020)**  
Winner: 2015 Elwood S. Buffa Award (DSI)  
*Runner Up: ISA Best Dissertation Award (2015)*
2. Luv Sharma (Co-advisor with Ken Boyer)  
Dissertation: *The Role of Healthcare Information Technology in US Hospitals* (2016)  
**Placement: University of South Carolina (Assistant Professor, Tenured 2022)**
3. Yingchao Lan (Co-advisor with John Gray, 2018)  
Dissertation: *Collaboration Structures and Operational Outcomes: Empirical Investigation*  
**Placement: University of Nebraska at Lincoln (Assistant Professor, Tenured 2024)**
4. John Lowrey (Co-advisor with Ken Boyer, 2021)  
Dissertation: *Essays on Food and Health*  
**Placement: Northeastern University (Assistant Professor)**
5. Jane Iversen (Advisor, In-progress, Expected Graduation 2025)  
Dissertation: *Impact of Telemedicine on patient and provider outcomes*  
**Placement: Texas A&M Mays School of Business (Assistant Professor)**
6. Megahed Mohamad (Co-Advisor, In-progress)

### **Committee Member**

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

### **Undergraduate Thesis Committee**

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

### **Faculty Mentoring Committee**

1. Daniel Walker Assistant Professor College of Medicine

## **Other Services**

### **Operations and Business Analytics Department Service**

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

### **Fisher College of Business Service**

- Host for the Podcast – “[There is a Better Way](#)” (2019 – present) (45 episodes)
- Academic Director – MBOE (2018 – present)
- College Research Committee (2015 – 2018), Co-chair in 2017
- FT MBA Redesign Committee (2017 – 2018)
- College Graduate Curriculum Committee (2015)
- Specialized Master’s Program Committee (2016 – 2019)
- 2015 MACC Speaker Series
- 2013 OLMA Link Symposium – Services Lean Panel
- Fisher Indian Student Association (FISA) Advisor (2015 – 2017)
- Undergraduate Honors Fisher Day on Operations (February 25, 2012)
- Undergraduate Honors Research Colloquium (BUS ADM 783H) Spring 2010 & 2011
- Faculty Panels for MBA/ WPMBA Recruitment Events (Spring 2010 & Fall 2010)

### **University Service**

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

## **PROFESSIONAL AFFILIATIONS**

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

## **SELECTED MEDIA COVERAGE ON RESEARCH**

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- Why its wrong to blame Obamacare for helathcare ills (<https://theconversation.com/why-its-wrong-to-blame-obamacare-for-health-care-ills-68578>)

- How continuous improvement principles are improving healthcare (Columbus Business First) <http://www.bizjournals.com/columbus/news/2016/08/02/continuous-improvement-principles-help-health-care.html>
- Post transplant anxiety linked to complex instructions and caregiver empathy (OSU News) <https://news.osu.edu/news/2016/08/17/transplant-anxiety/>
- Rolling with Changes in R&D (Strategy + Business) <http://www.strategy-business.com/blog/Rolling-with-the-Changes-in-RD>
- When you invest in patient experience – what are you paying for? (<https://www.advisory.com/daily-briefing/2015/09/25/patient-experiencestudy?>)
- So Happy Together: The Right Kind of Collaboration(<http://www.strategy-business.com/blog/So-Happy-Together-The-Right-Kind-of-Collaboration>)
- GM, Ford: Collaboration between Fierce Rivals (<http://www.plantemoran.com/perspectives/articles/2013/Pages/gm-ford-collaboration-between-fierce-rivals.aspx>)
- Better Healthcare vs. Better Experience (<http://bigkingken.wordpress.com/2012/05/08/better-healthcare-vs-better-experience/>)
- OSU Marching Band Ahead of Curve with Ipads (<http://chronicle.com/blogs/wiredcampus/ohio-state-u-band-marches-ahead-of-the-curve-with-ipads/46453>) (<http://www.businessweek.com/articles/2013-09-04/ohio-state-marching-band-plays-a-money-saving-tune>)

## OTHER INTERESTS

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