

Curriculum Vitae
ROGELIO OLIVA

Education

- 1991-96 *Sloan School of Management, Massachusetts Institute of Technology* Cambridge, MA, USA
Ph.D. in Management. Major: Operations Management/System Dynamics; Minor: Behavioral Sciences.
Dissertation: *A Dynamic Theory of Service Delivery: Implications for Managing Service Quality.*
- 1987-88 *Department of Systems, University of Lancaster* Lancaster, England, UK
M.A. in Systems in Management. Distinction.
Thesis: *A Systems Study of Department Purpose Analysis in British Telecom: A TQM Implementation.*
- 1981-85 *Instituto Tecnológico y de Estudios Superiores de Monterrey (ITESM)* Querétaro, Qro., México
B.E. Industrial and Systems Engineering. Distinction; highest GPA in class.

Research interests

Service operations, supply chain management, retail operations, behavioral operations management, system dynamics, and system methodologies.

Academic Employment

Teaching

- 2004- *Mays Business School, Texas A&M University* College Station, TX, USA
Associate Professor Graduate courses for MBA and Executive MBA programs. Courses: Operations Management and Managing Information Systems (required).
- 2008- *MIT-Zaragoza Logistics Program, Zaragoza Logistics Center* Zaragoza, Spain
Adjunct Professor Graduate courses for masters in logistics and PhD programs. Courses: System Dynamics for Supply Chain Management and IT for Supply Chain Management (required), and Services Supply Chains (elective).
- 1998-04 *Graduate School of Business Administration, Harvard University* Boston, MA, USA
Assistant Professor Graduate courses for MBA program. Courses: Service Management (elective), and Technology and Operations Management (required).
- 1996-97 *Escuela de Negocios de Valparaíso, Universidad Adolfo Ibáñez* Viña del Mar, Chile
Assistant Professor Graduate courses for MBA International and MBA Executive Programs. Courses: Operations Management, Operations Strategy, Information Systems, and System Dynamics.
- 1992-95 *Sloan School of Management, Massachusetts Institute of Technology* Cambridge, MA, USA
Teaching Assistant Graduate-level course on Total Quality Management for joint program between the management and engineering schools. Planned and taught selected classes.
- Instituto Tecnológico y de Estudios Superiores de Monterrey* San Luis Potosí, SLP, México
1988-91 **Assistant Professor** Undergraduate courses for Industrial and Systems Engineering program. Courses: Systems Engineering, Systems in Organizations, Information Systems.
- 1986-87 **Lecturer** Undergraduate courses in Industrial and Systems Engineering program. Courses: Project Management, Systems in Organizations, and Systems Engineering.
- 1990 *School of Engineering, Universidad Autónoma de San Luis Potosí* San Luis Potosí, SLP, México
Visiting Professor Graduate course on systems analysis and design.

Instructing professionals

- 2004- *Mays Business School, Texas A&M University* *College Station, TX, USA*
Sessions in supply chain management for in-house program for Halliburton, Co.
- 1998-04 *Graduate School of Business Administration, Harvard University* *Boston, MA, USA*
Achieving Breakthrough Services Executive Education Program (Latin America 1998-03, Europe 2002).
Building Competitive Advantage through Operations (2001-03).
- 1997 *Escuela de Negocios de Valparaíso, Universidad Adolfo Ibáñez* *Viña del Mar, Chile*
Taught system dynamics and operations management in customized and open-enrollment courses for South American Executives.
- 1993-95 *Sloan School of Management, Massachusetts Institute of Technology* *Cambridge, MA, USA*
Taught system dynamics to mid-career professionals in MIT's Senior Executive and Summer Session programs.

Academic administration

- 2004- *Mays Business School, Texas A&M University* *College Station, TX, USA*
PhD Program Coordinator, Department of Information and Operations Management (2006-). Member of the MBA Faculty Advisory Council (2004-07).
- 1999-04 *Graduate School of Business Administration, Harvard University* *Boston, MA, USA*
Member of the Faculty Advisory Board for the Latin American Research Center (Global Initiative Task Force – 1998-01), and the Faculty Admissions Advisory Committee (2001-04).
- 1997 *Escuela de Negocios de Valparaíso, Universidad Adolfo Ibáñez* *Viña del Mar, Chile*
Member of the Advisory Board for the MBA International program. Responsible for curriculum design, admission policies, and overall running of program.
- 1988-91 *Instituto Tecnológico y de Estudios Superiores de Monterrey* *San Luis Potosí, SLP, México*
Head of the Industrial and Systems Engineering Program. Responsible for coordination of undergraduate program with ~120 students. Responsible for the syllabus design and preparation of teaching materials for the introductory course on Systems Engineering for the ITESM System (26 campi nationwide); presented to the Institute's professors in two one-week workshops

Research positions

- 2009- *Center for Transportation and Logistics, Massachusetts Institute of Technology* *Cambridge, MA, USA*
Research Affiliate.
- 2009- *Cranfield School of Management, Cranfield University* *Cranfield, UK*
Research Fellow.
- 1995-96 *System Dynamics Group, Massachusetts Institute of Technology* *Cambridge, MA, USA*
Research Associate / Postdoctoral Fellow Research project funded by the NSF and partner corporations to explore the determinants of sustainable improvement programs.
- 1992-94 *Organizational Learning Center, Massachusetts Institute of Technology* *Cambridge, MA, USA*
Research Assistant / Project Manager Design, management and implementation of project with FedEx Corp. to generate new ways to serve key corporate customers.
- 1990-91 *Center for Quality Management, ITESM* *Monterrey, NL, México*
Researcher Implementation of total quality management systems in manufacturing and service firms. Design and development of teaching materials for joint program between Ford Motor Co. and ITESM for the training of Mexican Ford suppliers in project management techniques.

Publications

Refereed Articles

1. **Oliva, R.** and N. Watson (2011). Cross Functional Alignment in Supply Chain Planning: A Case Study of Sales and Operations Planning. *Journal of Operations Management* (forthcoming).
2. Saleh, M., **R. Oliva**, C.E. Kampmann and P. Davidsen (2010). "A Comprehensive Analytical Approach for Policy Analysis of System Dynamics Models," *European Journal of Operational Research*, Vol. 203(3): 673-683.
3. **Oliva, R.** and N. Watson (2009). "Managing Functional Biases in Organizational Forecasts: A Case Study of Consensus Forecasting in Supply Chain Planning," *Production and Operations Management*, Vol. 18(2): 138-151.
4. Kampmann, C. and **R. Oliva** (2008). Structural Dominance Analysis and Theory Building in System Dynamics. *Systems Research and Behavioral Science*, Vol. 25(4): 505-519.
5. **Oliva, R.** and M. Bean. (2008). Developing Operational Understanding of Service Quality through a Simulation Environment. *International Journal of Service Industry Management*, Vol. 19(2): 160-175 (Winner, QUIS 10 – MSQ & IJSIM Highly Commended Paper Award).
6. **Oliva, R.** and F. Suarez (2007). Economic Reforms and the Competitive Environment of the Firm. *Industrial and Corporate Change*, Vol. 16(1): 131-154.
7. Kampmann, C. and **R. Oliva** (2006). Loop Eigenvalue Elasticity Analysis: Three Case Studies. *System Dynamics Review*, Vol. 22(2): 141-162.
8. Suarez, F. and **R. Oliva** (2005). Environmental Change and Organizational Transformation. *Industrial and Corporate Change*, Vol. 14(6): 1017-1041.
9. **Oliva, R.** (2004). Model Structure Analysis Through Graph Theory: Partition Heuristics and Feedback Structure Decomposition. *System Dynamics Review*, Vol. 20(4): 313-336.
10. **Oliva, R.** (2003). Model Calibration as a Testing Strategy for System Dynamics Models. *European Journal of Operational Research*, Vol. 151(3): 552-568.
11. **Oliva, R.**, J. Sterman and M. Giese (2003). Limits to Growth in the New Economy: Exploring the 'Get Big Fast' Strategy in e-commerce. *System Dynamics Review*, Vol. 19(2): 83-117.
12. **Oliva, R.** and R. Kallenberg (2003). Managing the Transition from Products to Service. *International Journal of Service Industry Management*, Vol. 14(2): 160-172 (Winner, 2004 Literati Club Highly Commended Award).
13. **Oliva, R.** (2002). Tradeoffs in Responses to Work Pressure in the Service Industry. *IEEE Engineering Management Review*, Vol. 30(1): 53-63. (Originally published in *California Management Review*, 2001).
14. **Oliva, R.** and J. Sterman (2001). Cutting Corners and Working Overtime: Quality Erosion in the Service Industry. *Management Science*, Vol. 47(7): 894-914.
15. Homer, J. and **R. Oliva** (2001). Maps and Models in System Dynamics: A Response to Coyle. *System Dynamics Review*, Vol. 17(4): 347-355.
16. **Oliva, R.** (2001). Tradeoffs in Responses to Work Pressure in the Service Industry. *California Management Review*, Vol. 43(4): 26-43.
17. Keating, E., **R. Oliva**, N. Repenning, S. Rockart and J. Sterman (1999). Overcoming the Improvement Paradox. *European Management Journal*, Vol. 17(2): 120-134.
18. Lane, D. and **R. Oliva** (1998). The Greater Whole: Towards a Synthesis of Soft Systems Methodology and System Dynamics. *European Journal of Operational Research*, Vol. 107(1): 214-235.

Book Chapters (refereed)

19. **R. Oliva** and J.D. Sterman (2010). Death Spirals and Virtuous Cycles: Human Resource Dynamics in Knowledge-based Services. In Maglio, P., J. Spohrer and C. Kieliszewski (Eds.) *The Handbook of Service Science*, pp. 321-358. New York: Springer.
20. Kampmann, C.E. and **R. Oliva** (2009). Analytical Methods for Structural Dominance Analysis in System Dynamics. In Meyers, R. (Ed.) *Encyclopedia of Complexity and Systems Science*, pp. 8948-8967. New York: Springer.

21. Keating, E. and **R. Oliva** (2000). A Dynamic Theory for Sustaining Process Improvement Teams in Product Development. In Beyerlein, M. (Ed.) *Advances in the Interdisciplinary Study of Work Teams*, Vol. V, pp. 245-281. Stamford, CT: JAI Press.
22. **Oliva, R.**, S. Rockart and J. Sterman (1998). Managing Multiple Improvement Efforts: Lessons from a Semiconductor Manufacturing Site. In Fedor, D. and S. Ghosh (Eds.) *Advances in the Management of Organizational Quality*, Vol. III, pp. 1-55. Stamford, CT: JAI Press.

Refereed Conference Proceedings (not turned into articles)

23. Sterman, J.D. and **R. Oliva** (2006). “‘Campaigns are Like Crack’ Organizational Addiction to Sales Promotion.” In Proceedings of the 2006 Int. Conference of the System Dynamics Society, Nijmegen, The Netherlands.
24. **Oliva, R.** (1994). “Managerial Learning Laboratories: An Action-Research Project for Group Learning.” In Proceedings of the 1994 Intl. Conference of the System Dynamics Society. Stirling, Scotland (selected for a plenary session).

Working Papers Under Review

25. Menezes, M.B.C., M. Ketzenberg and **R. Oliva**. “On Golf and Service Delivery to Moving Demand Points,” under review in *Transportation Science*.
26. **Oliva, R.**, Gebauer, H. and Brann, J. “Impact of Organizational Distinctiveness on Service Performance in Product Manufacturing Firms,” under review in *Journal of Service Management*.
27. Serrano, A., S. Kraiselburd and **R. Oliva**. “A Financial Perspective on Inventory Holding Cost,” under review (1st round) in *Management Science*.
28. **Oliva, R.** and P. Gonçalves. “Behavioral Causes of Demand Amplification in Supply Chains: ‘Satisficing’ Policies with Limited Information Cues,” revise and resubmit (1st round) in *Journal of Operations Management*.
29. Martínez-Moyano, I., D. McCafrey and **R. Oliva**. “Drift and Adjustment in Organizational Rule Compliance” under review in *Organization Sciences*.

Working Papers

30. **Oliva, R.** and N. Watson. “Planning Across Pragmatic Boundaries: A Process Perspective.”
31. Peng, X., G. Heim and **R. Oliva**. “Task Environment, Information Technology Use, and Supply Chain Integration: An Exploratory Study.”
32. Herrero, L., S. Kraiselburd, **R. Oliva** and N. Watson. “Combining Humans and Machines: A New Frontier in Supply Chain Management in the Retail Sector.”

Articles

33. **Oliva, R.** and N. Watson (2006). Managing Functional Biases in Organizational Forecasts. *Foresight: International Journal of Applied Forecasting*, 5(Fall 2006): 27-31.
34. **Oliva, R.** and N. Watson (2004). What drives supply chain behavior? (interviewed by S.J. Johnston). *Working Knowledge*. Harvard Business School, Boston. Available at <http://hbsworkingknowledge.hbs.edu/>.
35. Suarez, F. and **R. Oliva** (2002). Learning to Compete: Transforming Firms in the Face of Radical Environment Change. *Business Strategy Review*, Vol. 13(3): 62-71.
36. **Oliva, R.** (2001). The Essence of Service Lies in Focus. *Financial Times*, January 18, 2001: 6-7. London.
37. Aranda, R., T. Fiddaman and **R. Oliva** (1993). Quality MicroWorlds: Modeling the Impact of Quality Initiatives over the Software Product Life Cycle. *American Programmer*, Vol. 6(5): 52-61.

Book Chapters (invited)

38. **Oliva, R.** (2008). Wider die Erosion von Qualitätsstandards – Strategien bei Arbeitsüberlastung in der Dienstleistungsindustrie. In Strohhecker, J and J. Sehnert (Eds.) *System Dynamics für die Finanzindustrie*, Frankfurt: Bankakademie-Verlag GmbH. (Originally published in *California Management Review*, 2001).
39. **Oliva, R.** and R. Kallenberg (2005). Managing the Transition from Products to Services. In Bettley, A., D. Mayle and T. Tantoush (Eds.) *Operations Management*, pp. 48-57. London: Sage Publications. (Originally published in *International Journal of Service Industry Management*, 2003).

40. **Oliva, R.** (2004). Servicios: Creando Valor Mediante el Conocimiento. In Garrocho, C and A. Loyola (Eds.) *San Luis Potosí Visión 2025*, pp. 91-103. San Luis Potosí, Mexico, Universidad Politécnica de San Luis Potosí.
41. **Oliva, R.** and R. Kallenberg (2002). Managing the Transition from Products to Services. In Tax, S. et al (Eds.) *Quality in Services: Crossing Boundaries*, pp. 179-188. Victoria, BC, University of Victoria.
42. **Oliva, R.** (2002). Tradeoffs in Responses to Work Pressure in the Service Industry. In *Managing Human Resources*, Business Fundamentals Series. Boston: HBS Publishing. (Originally published in *California Management Review*, 2001).
43. **Oliva, R.** (2001). The Essence of Service Lies in Focus. In Pickford, J. (Ed.) *Mastering Management 2.0*, pp. 465-469. London, Financial Times - Prentice Hall. (Originally published in *Financial Times*, 2001).
44. **Oliva, R.** (1990). El Sistema de Actividad Humana como Lenguaje de Modelación: Ontología y Epistemología Sistémica. In Cárdenas, R., et al. (Eds.) *Lecturas para Fundamentos de Ingeniería de Sistemas*. Monterrey, NL México: Publicaciones ITESM.
45. **Oliva, R.** (1990). Conceptos de Control en Modelos de Sistemas. In Cárdenas, R., et al. (Eds.) *Lecturas para Fundamentos de Ingeniería de Sistemas*. Monterrey, NL México: Publicaciones ITESM.

Research in Progress

- “Sustainable growth rate for emerging firms.” Generalization and close form analysis of model developed in Oliva et al. 2003 in SDR; partial results presented in various conferences in 2003-04. Sole author.
- “Understanding supply chain replenishment decisions.” Study to analyze biases in replenishment decisions; data on 400,000 decisions (7 stores, 30K+ SKUs per store, over four months) has been secured, preliminary analysis. With N. Watson and S. Kraiselburd (MIT-Zaragoza Logistics Center).
- “Minimizing stockouts through optimizing store operations: An analysis of restocking policies.” Study to assess and improve the performance of ordering and shelving policies for retailers. Data from a leading retailer, manufacturer, and third-party service provided has been secured. With H. Chuang (PhD Student) and S. Liu (Crossmark).
- “Managing Inventory Record Inaccuracies.” Study to empirically evaluate Inventory Record Inaccuracy as a hazard rate and develop optimal auditing and reordering policies based on it. Data for over 80k+ inventory corrections in a store over a period of one year has been secured. With H. Chuang (PhD Student) and S. Kumar (Mays Business School).

Cases & Course Development Materials

46. Oliva, R. (2006) "Service Quality Management Simulation." Forio Business Simulations. San Francisco, CA.
47. Watson, N. and **R. Oliva** (2006) "Leitax (A), TN." Harvard Business School Teaching Note 607-021.
48. Watson, N. and **R. Oliva** (2005). "Leitax (A)." Harvard Business School Case 606-002.
49. **Oliva, R.** and H.K. Bowen (2004). "Align Technology, Inc., TN." Harvard Business School Teaching Note 604-105.
50. **Oliva, R.** (2004). "AT&T's Transmission Systems Business Unit (A), (B) and (C), TN." Harvard Business School Teaching Note 604-102.
51. **Oliva, R.**, E. Keating, and J. Quinn (2004). "AT&T's Transmission Systems Business Unit (A), (B) and (C)." Harvard Business School Cases 604-098, 604-099, and 604-100.
52. **Oliva, R.** and J. Quinn (2003). "Interface's Evergreen Services Agreement." Harvard Business School Case 603-112.
53. **Oliva, R.** and J. Quinn (2003). "SIG Beverages (A) and (B)." Harvard Business School Cases 603-018 and 603-019.
54. **Oliva, R.** (2003). "Southwest Airlines in Baltimore, TN." Harvard Business School Teaching Note 603-055.
55. **Oliva, R.**, J. Hoffer Gittell, and D. Lane (2002). "Southwest Airlines in Baltimore, and (Supplement)." Harvard Business School Case 602-156 and 602-157.
56. **Oliva, R.** (2002). *Learning Curve for Service Organizations*. Web-based instructional simulator. Forio Business Simulations. <http://broadcast.forio.com/sims/rotest/>.
57. **Oliva, R.** and S. Wright (2001). "Building Service, Driving Profits interactive simulation, TN." Harvard Business School Teaching Note 801-483.

58. **Oliva, R.** (2000). "Learning from Simulations: Guidelines for the Building Service, Driving Profits interactive simulation." Harvard Business School Supplement 800-248.
59. **Oliva, R.** (1994). *Service Quality MicroWorld*. Software & Briefing Book. Available from GKA Inc., Cambridge, MA 02140.

Other Publications

60. **Oliva, R.** (2003). A Matlab implementation to assist model structure analysis (with software). System Dynamics Group, Massachusetts Institute of Technology, Memo D-4864-2. Cambridge, MA. Available at <http://iops.tamu.edu/faculty/roliva/research/sd/>.
61. **Oliva, R.** (1995). A Vensim® module to calculate summary statistics for historical fit (with software). System Dynamics Group, Massachusetts Institute of Technology, Memo D-4584. Cambridge, MA. Available at <http://iops.tamu.edu/faculty/roliva/research/sd/>.

Conferences Presentations and Invited Talks (since 2007)

- “Are we doing what we say we do? Goals and gaps in achieving the society objectives,” Presidential Address to the System Dynamics Society. 28th Conference of the System Dynamics Society, Seoul, South Korea 7/2010.
- “Analysis of local modifications to automated restocking decisions,” 28th Conference of the System Dynamics Society, Seoul, South Korea 7/2010.
- “Analysis of local modifications to automated restocking decisions,” Behavioral Operations Conference, Darden School, University of Virginia, Charlottesville, VA 6/2010. (Voted best conference presentation).
- “Enterprise Architecture as Strategy,” Invited Presentation Cutter Consortium Latinamerica, Mexico, DF & Monterrey, NL, Mexico 5/2010.
- “Enterprise Architecture as Strategy: Reaching to Management” Invited Presentation to the MIS Program, Universidad Regiomontana, Monterrey, NL, Mexico 5/2010.
- “Analysis of local modifications to automated restocking decisions,” Invited presentation at the Consortium for Operational Excellence in Retailing, The Wharton School, Philadelphia, PA 5/2010.
- “System dynamics research on urban services,” Invited presentation at the IBM-MIT meeting for the Center for Urban Services Research, MIT Engineering Systems Division, Cambridge, MA 4/2010.
- “Managing your boss in a crisis,” Invited keynote session at the 2009 Cutter Summit for Information Technology – Latin America, Mexico City, 10/2009.
- “Behavioral operations management,” Invited keynote presentation in the Academic Leadership Program, Instituto Tecnológico y de Estudios Superiores de Monterrey, Campus Querétaro, Querétaro, Mexico, 10/2009.
- “Managing the transition from product to services,” Invited executive presentation in the Academic Leadership Program, Instituto Tecnológico y de Estudios Superiores de Monterrey, Campus Querétaro, Querétaro, Mexico, 10/2009.
- “Managing individual learning curves in high-contact services,” in Discovering new challenges in service operations Symposium at the Academy of Management Conference, Chicago, IL 8/2009.
- “Behavioral decision making in service operations: Managerial implications for the servitization of firms,” Invited Research Presentation at Advance Institute for Management Research and Cambridge University, Cambridge, UK, 6/2009.
- “Integrate or Isolate? Impact of organizational structure choices on service deployment strategies by product manufacturers” Invited Research Presentation, Product-Service Systems and Servitization Research Groups, Cranfield School of Management, Cranfield, UK, 6/2009.
- “Managing the transition for products to services” Invited Research Presentation, Innovative Manufacturing Research Center and Cranfield School of Management, Cranfield, UK, 6/2009.
- “Order quantity and inventory decisions with endogenous cost of capital,” Production and Operations Management Society Conference, Orlando, FL 4-5/2009 (w/A. Serrano and S. Kraiselburd).
- “An empirical examination of the effects of business environments and information technology on the value chain integration,” Production and Operations Management Society Conference, Orlando, FL 4-5/2009 (w/M. X. Peng and G. Heim).
- “Managing individual learning curves in high-contact services,” Production and Operations Management Society Conference, Orlando, FL 4-5/2009.

- “Dynamics of Rule Compliance in Organizations,” Academy of Management Annual Meeting, Anaheim, CA, 8/2008. (w/I. Martinez-Moyano and D. McCaffrey).
- “Evaluating Overreaction to Backlog as a Behavioral Cause of the Bullwhip Effect” Invited Research Presentation, Department of Industrial Engineering, Bosphorus (Boğaziçi) University, Istanbul, Turkey, 4/2008.
- “Managing Functional Biases in Organizational Forecast” Invited Presentation, 10th Logistics Management Summit, Istanbul, Turkey, 4/2008.
- “Managing under the Toyota Production System” Invited session at the MBA Program in Operations Management at the Higher School of Business Administration, Moscow State University, Moscow, Russia, 4/2008.
- “Enterprise Architecture as Business Strategy” Invited keynote session, Cutter Latin America Summit for Enterprise Architecture, Mexico City, Mexico, 3/2008.
- “Exploring Behavioral Decision Making in Service Operations” Invited presentation, IBM Engineering Services Science Technical Community, Austin, TX, 3/2008.
- “Impact of Behavioral Decision Making on Service Operations Performance.” Invited presentation, Tata Consultancy Services, San Antonio, TX, 2/2008.
- “Behavioral Decision Making in Supply Chain Research.” Invited research talk, MIT – Zaragoza Logistics Center, Zaragoza, Spain, 11/2007.
- “Managing IT Priorities at Volkswagen of America,” Invited keynote session at the 2007 Cutter Summit for Information Technology — Latin America, Mexico City, Mexico, 10/2007.
- “Leveraging your IT Investment using Business Intelligence,” Invited keynote panel discussant, Frontiers in Service Conference, San Francisco, CA, 10/2007.
- “Developing Operational Understanding of Service Quality through a Simulation Environment,” Frontiers in Service Conference, San Francisco, CA, 10/2007 (w/M. Bean).
- “Service Strategy and Operationalization,” Invited presentation by FEMSA Comercio (largest convenience retailer in Latin America, +5,000 stores) at their Annual Operations Reunion, Monterrey, NL, Mexico 9/2007.
- “Organizational Elements of the Toyota Production System.” Invited presentation by Toyota Supplier Support Center at Xignux Grup, Monterrey, NL, Mexico 8/2007.
- “Academic vs. Action Research in System Dynamics.” Invited keynote at the 2007 PhD Colloquium during the 25th International System Dynamics Conference, Boston, MA, 8/2007.
- “Analytical methods for structural dominance analysis in system dynamics models: An assessment of the current state of affairs,” 25th International System Dynamics Conference, Boston, MA, 8/2007 (w/C.E. Kampmann).
- “Management Flight Simulator for Behavioral Operations,” 2nd Behavioral Operations Conference, Minneapolis, MN, 7/2007 (w/P. Gonçalves and J.D. Sterman).
- “Developing operational understanding of service quality through a simulation environment,” QUIS 10 Symposium on Service Excellence in Management, Orlando, FL, 6/2007 (w/M. Bean).
- “Southwest Airlines in Baltimore: Case facilitation and pedagogical debriefing,” Invited keynote session at the 2nd Reunion of the Latin American Association for Cases, Monterrey, NL, Mexico 5/2007.
- “Managing IT Priorities at Volkswagen of America,” Invited keynote session at the 2007 Cutter Summit for Information Technology, Boston, MA, 5/2007.
- “Exploring Behavioral Decision Making in Service Operations,” Invited presentation at IBM’s T.J. Watson Research Center, Hawthorne, NY, 4/2007.
- “Analytical methods for structural dominance analysis: Assessment of current state of affairs,” Third European System Dynamics Workshop, University of St. Gallen, Switzerland, 3/2007 (w/C.E. Kampmann).

Doctoral and Masters Committees

- 2009- Chair of doctoral committee of Hao-Chun Chuang, Mays Business School, Texas A&M University.
- 2008- Chair of doctoral committee of Marios Bisilkas, MIT Zaragoza Logistics Center.
- 2008-10 Co-Chair of doctoral committee of Alejandro Serrano, MIT Zaragoza Logistics Center.
- 2005-08 Member of doctoral committee of J. Brann, Mays Business School, Texas A&M University.
- 2002-04 Member of doctoral committee of I. Martínez-Moyano, Rockefeller College of Public Administration, State University of New York at Albany.
- 1999-00 Member of masters committee of M. Giese, Sloan School of Management, Mass. Inst. of Technology.

1997 Chair of three MBA group-thesis committees, Escuela de Negocios de Valparaíso, Universidad Adolfo Ibáñez.

Academic Services

President *System Dynamics Society* (2010).

Treasurer *College of Behavioral Operations Management of the Production and Operations Management Society* (2009-)

Associate Editor of *System Dynamics Review* since 2007.

Member of the Editorial Advisory Board of *Service Business: An International Journal* since 2005.

Member of the Editorial Advisory Board of *Managing Service Quality* since 2002.

Member of the System Dynamics Society Policy Council (1998-2001).

Program co-Chair, International System Dynamics Conference (2007), Boston, MA.

Program Chair and co-organizer, System Dynamics Winter Camp (2005-09, biennial).

Program Chair, III Latin American Congress in System Dynamics (2005), Cartagena, Colombia.

Thread Chair (Organizational dynamics), International System Dynamics Conference (2004-06).

Conference Session Chair. International System Dynamics Conference (1997, 2000-03, 2005).

Conference Session Chair. INFORMS (2004).

Referee for International System Dynamics Conference (1998-06, 2009).

Ad hoc reviewer for Management Science, California Management Review, Academy of Management Journal, Journal of Economic Behavior and Organization, Journal of Operations Management, European Journal of Operational Research, Production and Operations Management, System Dynamics Review, Journal of Marketing, System Research and Behavioral Science, Applied Psychology, and International Journal of Service Technology and Management.

Ad hoc reviewer of National Science Foundation and Economic & Social Research Council in the UK grant proposals.

Academic grants and honors

Research appointments

Inducted as Research Fellow at the Cranfield School of Management (UK), 2009.

Inducted as Massachusetts Institute of Technology Research Affiliate, 2009.

Inducted as Visiting International Fellow of the Advance Institute of Management Research of the UK, 2009.

Approved for candidacy on the Fulbright Specialist Roster, 2008.

MSQ & IJSM Highly Commended Paper Award, QUIS 10 Symposium on Service Excellence Management, 2007.

Inducted as Thought Leader in Services Sciences, Management and Engineering, *IBM Research*, 2005.

Ford Supply Chain Fellow, *Mays Business School*, 2004-07.

Teaching awards

Outstanding Faculty Award – Best Instructor in MBA Program, *Texas A&M MBA Association*, 2006.

Excellence in Teaching Award – Best Instructor in MBA Program, *Universidad Adolfo Ibáñez*, Chile, 1997.

Excellence in Teaching Award, *ITESM, Campus San Luis Potosí*, Mexico, 1988-91.

Grants

Mays Summer Teaching Grant, *Mays Business School*, 2010.

Mays Summer Research Grant, *Mays Business School*, 2009.

Research grant (€140,000) from Spanish Government (PSE-370500-2006-1) to do research on the design and configuration of supply chains—as part of a team from the Zaragoza Logistics Center (2006-09).

Dean's Performance Recognition Grant for \$5,000 from the Dean of the Mays Business School, Summer 2007.

Research grant (\$10,000) from Service Sciences, Management and Engineering initiative, *IBM Research*, 2006.

Mays Summer Research Grant, *Mays Business School*, 2005.

Fellowship to undertake graduate work (PhD), *Consejo Nacional de Ciencia y Tecnología*, Mexico, 1991-95.

Grant to undertake graduate work (PhD), *Campus San Luis Potosí*, Mexico, 1991-93.

Grant to undertake graduate work (PhD), *MacArthur Foundation*, 1991-93.

Fellowship to undertake graduate work (MA), *Consejo Nacional de Ciencia y Tecnología*, Mexico, 1987-88.

Other professional experience

- 1993- *Independent Consultant*
Service strategy and improvement processes; development of system dynamics models; design and facilitation of organizational change and learning processes; in-house executive training. Clients (partial): Hewlett Packard de México, S.A., Grupo Santander (Chile), A.T. Kearney, Inc., Light Truck Division of Ford Motor Co., The World Bank, Federal Express, Corp., Thales (France), Guanajuato's State Government (México), SIG (Switzerland), Wells Fargo & Co., FEMSA, Crossmark.
- 1999- *Advisory Boards*
Vineyard Christian Fellowship Metrowest, Framingham, MA (2003-04).
Quaxar, Miami, FL (1999-03). E-business consultants focusing on Latin American market.
MyAlfred.com, Mexico City (1999-01). Comparison shopping site with presence in AR, BR and MX.
- 1990-91 *Mission Tile, S.A. de C.V. (Tile factory)* *San Luis Potosí, SLP, México*
Founding Partner Tile factory to export to the US market. Responsible for the design and specification of manufacturing process, equipment acquisition and plant construction.
- 1988 *British TELECOM, Westminster District (Telecommunications)* *London, England, UK*
Assistant to the Organizational Development Team Responsible for the design and testing of the methodological approach for the introduction of total quality management techniques and ethos in the District's operations.
- R.A.M.,S.A. (Steel Foundry)* *San Luis Potosí, SLP, México*
- 1986-87 **Process Control Manager** Responsible for the implementation, operation and improvement of quality assurance activities and statistical process control.
- 1985-86 **Systems Manager** Responsible for the analysis, design and implementation of logistics and financial systems – e.g., production control & programming (made-to-order system with more than 10,000 products), material requirements planning, cash flow control.

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