

Narendra Agrawal
Benjamin and Mae Swig Professor
Department of Information Systems & Analytics
Leavey School of Business
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1. Education

1a) Institutions of Higher Education

The Wharton School, University of Pennsylvania
Ph.D., Operations and Information Management, 1994
M. A., Decision Sciences, 1990

University of Texas at Dallas
M. S., Management Sciences, 1987

Institute of Technology, Banaras Hindu University, India
B. Tech., Mechanical Engineering, 1984

1b) Titles of Theses and Dissertations

“Sourcing Strategy and Material Control: An Integrated Model”
Supervisor: Prof. Morris A. Cohen

1c) Academic Honors

- Interim Dean, 2020-2021
- Fulbright Fellowship, 2020
- Benjamin and Mae Swig Professor (University Chair), appointed 2013
- Faculty Director, MS-Supply Chain Management & Analytics, 2015-2017
- Associate Dean of Faculty, 2010 – 2015
- Department Chair, Operations Management & Information Systems, 2008-2010
- Associate Editor: Management & Business Review (2021 – present)
- Associate Editor: Management Science (2006 – 2009)
- Associate Editor: Manufacturing and Service Operations (2007 – 2015)
- Editorial Board: POM (1997 – present)
- Professor of the Year, Voted by the Executive MBA Cohort, 2018-19, 2023-24, 2024-25.
- Dean’s Award for Extraordinary Performance, 1998, 2001, 2003, 2006, 2008, 2017

- Dean's Award for Teaching and Service Excellence, 1996-97, 1999-2000, 2004-2005, 2007, 2009-2016, 2018-2023
- Breetwor Fellowship, 2000, 2003, 2006
- IIE Transactions Award – best paper in the Scheduling and Logistics section, 2001
- Outstanding IIE Publication Award, 2001
- Dean's Teaching and Innovation Award, 1996.
- SCU Faculty Course Release Grant, 2018
- Leavey Research Grant, Santa Clara University, 1994, 1996, 1999, 2002-2005, 2007, 2009, 2011-2015, 2017, 2019, 2023, 2024
- Retail Workbench Research Grant, Santa Clara University, 1994, 1996-2002
- Competitive Manufacturing Institute Research Grant, Santa Clara University, 1993-98
- University Fellowship, University of Pennsylvania, 1987-90
- First Prize, SYSCON student paper competition, WORMSC Symposium, Arlington, 1989
- Graduated first in class, Institute of Technology, B.H.U., 1984. Awarded the University Gold Medal and Prince of Wales Gold Medal
- University Merit Scholarship, Institute of Technology, B.H.U., 1981-84
- National Merit Scholarship, Central Board of Secondary Education, India, 1979

2. Teaching and Related Experience

2a) *Teaching Experience*

Professor, Santa Clara University, (since 2010)

Associate Professor, Santa Clara University, (since 1999)

Assistant Professor, Santa Clara University, (1992-98)

Taught executive, graduate and undergraduate level courses in Supply Chain Management, Operations Management, Computer Based Decision Models, and Manufacturing Competitiveness.

Visiting Professor, The Wharton School of Business, 1999-2000, 2000-2001, 2010

Visiting Associate Professor, Indian School of Business, Winter 2004, 2006, 2016

Instructor, Department of Decision Sciences, the Wharton School (Spring 1989, Spring 1990)
 Taught Operations Management: Analysis and Control, an advanced elective for undergraduate students.

Instructor, The Executive Masters of Science and Engineering Program, Moore School of Engineering and Applied Sciences, University of Pennsylvania (Spring 1990)
 Taught sessions on Optimization and Management Decision Analysis.

2b) Relevant Non-Academic Professional Experience

Systems Analyst, Tata Consultancy Services, Bombay (June 1984 - May 1985)

Responsible for all data processing and information reporting for India's largest public sector mutual fund corporation. Assisted in the development of an on-line management information system that included inventory management, order processing, invoicing, accounting and financial reporting for an international trading company.

3. Scholarly Work

3a) Publications

1. Narendra Agrawal, Sami Najafi-Asadolahi, Stephen A. Smith (2025) Dynamic Pricing and Bidding for Display Advertising Campaigns. *Manufacturing & Service Operations Management*. Forthcoming. Published online in Articles in Advance 09 Apr 2025: <https://doi.org/10.1287/msom.2023.0600>
2. Agrawal, N., Cohen, M.A., Deshpande, R., Deshpande, V.D., How Machine Learning Will Transform Supply Chain Management, *Harvard Business Review*, 103 (3-4), 128-137, March-April 2024.
3. Agrawal, N., Najafi, N., Smith, S.A., "A Markov Decision Model for Managing Display Advertising Campaigns." *Manufacturing & Service Operations Management*, 25(2), 489-507, 2023.
4. Agrawal, N. "Case Article - Analysis of Call Center Data at Patelco Credit Union." *INFORMS Transactions on Education*, 24(1): 43-46, 2023.
5. Agrawal, N. "Case - Analysis of Call Center Data at Patelco Credit Union." *INFORMS Transactions on Education*, 24(1): 47-50, 2023.
6. Agrawal, N., Deshpande, V. "Service Parts Management: Theoretical Foundations, Practice, and Opportunities." In: Lee, H., Ernst, R., Huchzermeier, A., Cui, S. (eds) *Creating Values with Operations and Analytics*. Springer Series in Supply Chain Management, vol 19. Springer, 133-167. 2022.
7. Agrawal, N., Najafi, N., Smith, S.A., "Operational Models for Digital Advertising: A Review of Recent Research." In *Channel Strategies and Marketing Mix in a Connected World*, (Eds.) Saibal Ray, Shuya Yin, Springer Series in Supply Chain Management, 99-146, 2020.
8. N. Agrawal, S.A. Smith, "Optimal Inventory Management Using Retail Prepacks," *European Journal of Operations Research*, 274(2), 531-544, 2019. *Featured as EJOR Editor's Choice Articles in December 2018.*

9. Smith, S.A., N. Agrawal, "Optimal Markdown Pricing and Inventory Allocation for Retail Chains with Inventory Dependent Demand," *Manufacturing & Service Operations Management*, 19(2):290-304, 2017.
10. Agrawal, N., S. A. Smith. (Eds.) *Retail Supply Chain Management: Quantitative Models and Empirical Studies*. 2nd Edition. Springer, 2015.
11. Agrawal, N. and S.A. Smith. Optimal Inventory Management for a Retail Chain with Diverse Store Demands. *European Journal of Operations Research*, 225, 393-403, 2012.
12. Porter, J.K., G. A. Baker, N. Agrawal, N. The U.S. Produce Traceability Initiative: Analysis, Evaluation and Recommendations. *International Food and Agribusiness Management Review*, 14(3), 2011.
13. Agrawal, N., M.A. Cohen, N. Gans. Revenue Management at Harrah's Entertainment, Inc. *INFORMS Transactions on Education*, 9(3), 2009.
14. Agrawal, N., S. A. Smith. (Eds.) *Retail Supply Chain Management: Quantitative Models and Empirical Studies*. Springer, 2009.
15. Agrawal, N., S.A. Smith. Supply Chain Planning Processes for Two Major Retailers. In *Retail Supply Chain Management: Quantitative Models and Empirical Studies*, (eds.) N. Agrawal and S.A. Smith, Springer, 2009.
16. Agrawal, N. S.A. Smith. Multi-Location Inventory Models for Retail Supply Chain Management. In *Retail Supply Chain Management: Quantitative Models and Empirical Studies*, (eds.) N. Agrawal and S.A. Smith. Springer, 2009.
17. Cohen, M.A., N. Agrawal, V. Agrawal. Achieving Breakthrough Service Delivery through Dynamic Asset Deployment Strategies. *Interfaces*. 36(3), 259-271, May-June 2006.
18. Cohen, M.A., N. Agrawal, V. Agrawal. Winning in the Aftermarket. *Harvard Business Review*. 129-138 May 2006.
19. Tsay, A.A., N. Agrawal. Channel Conflict and Coordination in the E-Commerce Age. *Production and Operations Management*, 13(1), 93-110, Spring 2004.
20. Tsay, A.A., N. Agrawal. Modeling Conflict and Coordination in Multi-Channel Distribution Systems. In *Handbook of Supply Chain Analysis in Electronic Commerce*. (eds.) David Simchi-Levi, David Wu, and Max Shen. 557-606, 2004.
21. Agrawal, N., S.A. Smith. Optimal Retail Assortments for Substitutable Items Purchased in Sets. *Naval Research Logistics*, 50, 793-822, 2003.
22. Smith, S.A., N. Agrawal, A.A. Tsay. SAM: A Decision Support System for Retail Supply Chain Planning for Private Label Merchandise with Multiple Vendors. In *Supply Chain*

Management: Models, Applications and Research Directions. (eds.) Pardalos, Romeijn and Geunes, 2001.

23. Agrawal, N., S.A. Smith, A.A. Tsay. Multi-Vendor Sourcing in a Retail Supply Chain. *Production and Operations Management.* 11(2), 157-182, 2002.
24. Agrawal, N., A.A. Tsay. Intra-Firm Incentives and Supply Chain Performance. In *Supply Chain Structures: Coordination, Information and Optimization.* (eds.) Jeannette Song and David Yao, 2001.
25. Agrawal, N., M.A. Cohen. Optimal Material Control in an Assembly System with Component Commonality. *Naval Research Logistics.* 48, 409-429, 2001.
26. Tsay, A.A., N. Agrawal. Channel Dynamics under Price and Service Competition. *Manufacturing and Service Operations Management.* 2(4), 372-391, Fall 2000. Featured on the journal home page as one of the most cited papers published in *Manufacturing and Service Operations Management.*
27. Smith, S.A., N. Agrawal. Management of Multi-Item Retail Inventory Systems with Demand Substitution. *Operations Research.* 48(1), 50-64, January-February 2000.
28. Cohen, M.A., N. Agrawal. An Analytical Comparison of Long- and Short-Term Contracts. *IIE Transactions.* 31(8), 783-796, 1999.
29. Tsay, A.A., S. Nahmias, N. Agrawal. Modeling Supply Chain Contracts: A Review. In *Quantitative Models for Supply Chain Management.* S. Tayur, M. Magazine and R. Ganeshan (Eds.), 299-336, 1998.
30. Smith, S.A., N. Agrawal, S. McIntyre. A Discrete Optimization Model for Seasonal Merchandise Planning. *Journal of Retailing.* 74(2), 193-221, 1998.
31. Agrawal, N., A.A. Tsay. Incentives, Decision Rights and Supply Chain Performance. *Proceedings of the 1998 MSOM Conference.* 119-124, 1998.
32. Agrawal, N., S. Nahmias. Rationalization of the Supplier Base in the Presence of Yield Uncertainty. in *Global Supply Chain and Technology Management.* H.L. Lee and S. Ng (Eds.), published by POMS Society. 159-176, 1998.
33. Agrawal, N., S. Nahmias. Rationalization of the Supplier Base in the Presence of Yield Uncertainty. *Production and Operations Management.* 6(3). 291:308, 1997.
34. Agrawal, N., S.A. Smith. Estimating Negative Binomial Demand for Retail Inventory Management with Unobservable Lost Sales. *Naval Research Logistics.* 43, 839-861, 1996.

35. Starbird, S.A., N. Agrawal. Competitive Food Manufacturing: Evidence from the 1994 Competitive Manufacturing Survey. *Agribusiness: An International Journal*. 12(6), November-December, 525-539, 1996.
36. Cohen, M.A., N. Agrawal, V. Agrawal, A. Raman. Analysis of Distribution Strategies in Industrial Paper and Plastics Industry. *Operations Research*. 43(1), 6-18, 1995.

3b) Grants

"California Defense Diversification: Commercialization Pilot Program," with Ram Bala. Grantee: California Governor's Office of Business and Economic Development (GO-Biz) and the Governor's Office of Planning and Research (OPR). Amount \$117,238.

3c) Works in Progress

ii. Case studies and reports

37. "California Defense Diversification: Commercialization Pilot Program," with Ram Bala. Technical Report submitted to California Governor's Office of Business and Economic Development (GO-Biz) and the Governor's Office of Planning and Research (OPR), August 2019.
38. Agrawal, N. Azagna: Lighting up Africa, Case study. 2013.
39. Thank You For Calling Patelco, May I Help You? Patelco (B), Case Study, LSB Case Series.
40. Teaching Note for "Thank You For Calling Patelco, May I Help You? Patelco (B)," LSB Case Series.
41. "The Foundations of Competitive Manufacturing: The Electronics and Semi-Conductor Industry 1994", with S.A. Starbird, Technical Report, Santa Clara University, 1994.
42. "The Foundations of Competitive Manufacturing: The Food Industry 1994", with S.A. Starbird, Technical Report, Santa Clara University, 1994.

iii. Ongoing Research

43. Agrawal, N., Najafi, S., Smith, S.A., "Incentive-Compatible Bidding and Contract Design in Digital Display Advertising."
44. Agrawal, N., Cohen, M.A., Deshpande, V.D., "Reimagining Supply Chain Planning Using Machine Learning: A Roadmap to Agility and Resilience," working paper, 2025.

45. Agrawal, N., Ginsberg, D., Mattewada, V., “The Supply Chain That Runs Itself: How One Manufacturer Automated Procurement to Gain a Competitive Edge,” working paper, 2025.
46. Agrawal, N., Nageswaran, L., Who Should Set Consumer Returns Policies in Online Marketplaces: Supplier or Platform?
47. Agrawal, N., El Hajj, H., Smith, S.A., Disaster Preparedness through Lateral Shipments.
48. Agrawal, N., How can Product Design Help Social Enterprises Address Complex Supply Chains Challenges?
49. Agrawal, N., Supply Chain Challenges in Emerging Markets.
50. Shriram Transport Finance Co.: Taking the “un” out of the Unorganized Financial Sector in India.
51. Starbird, S.A., N. Agrawal. G. Cai, L. Yang. Grading, Testing Errors and Post-Harvest Contamination.

3d) Presentations

1. “Machine Learning for Agile & Resilient Supply Chain Planning,” M.A. Cohen, N. Agrawal V.D. Deshpande, Invited Presentation, AIMOR@Banff Workshop, Banff, Canada, May 2025.
2. “Optimizing Advertiser and Ad Agency Decisions in Digital Display Advertising,” N. Agrawal, S. Najafi and S.A. Smith, Invited Presentation, POMS Conference, Atlanta, GA, may 2025.
3. “How Machine Learning Will Transform Supply Chain Management,” With M.A. Cohen, V.D. Deshpande, R. Deshpande, Invited Presentation, TECH CHAIN 2024, Saint Louis University, Saint Louis, MO, October 2024.
4. “Who Should Set Consumer Returns Policies in Online Marketplaces: Supplier or Platform?” with Leela Nageswaran, Invited Presentation, EWG Conference, Vienna, September 2024.
5. “Dynamic Pricing and Bidding for Display Ad Campaigns,” with Sami Najafi and S.A. Smith, Invited Presentation, INFORMS Conference, Seattle, WA, October 2024.
6. “Dynamic Pricing and Bidding for Display Ad Campaigns,” with Sami Najafi and S.A. Smith, Invited Presentation, POMS Conference, Minneapolis, MN, April 2024.

7. "Who Should Set Consumer Returns Policies in Online Marketplaces: Supplier or Platform?" with Leela Nageswaran, Invited Presentation, POMS Conference, Minneapolis, MN, April 2024.
8. "Dynamic Pricing and Bidding for Display Ad Campaigns," with Sami Najafi and S.A. Smith, Invited Faculty Research Seminar, Zicklin School of Business, Baruch College, March 2024.
9. "Dynamic Pricing and Bidding for Display Ad Campaigns," with Sami Najafi and S.A. Smith, Invited Faculty Research Seminar, Indian School of Business, Hyderabad, India, February, 2024.
10. "Dynamic Pricing and Bidding for Display Ad Campaigns," with Sami Najafi and S.A. Smith, Invited Faculty Research Seminar, UC Davis, Graduate School of Management, January, 2024.
11. "Dynamic Pricing and Bidding for Display Ad Campaigns," with Sami Najafi and S.A. Smith, Invited Faculty Research Seminar, Kenan Flagler Business School, UNC Chapel Hill, November, 2023.
12. "Dynamic Pricing and Bidding for Display Ad Campaigns," with Sami Najafi and S.A. Smith, Invited Presentation, INFORMS, Phoenix, AZ, October, 2023.
13. "Dynamic Pricing and Bidding for Display Ad Campaigns," with Sami Najafi and S.A. Smith, Invited Faculty Research Seminar, School of Business, UC San Diego, October, 2023.
14. "Dynamic Pricing and Bidding for Display Ad Campaigns," with Sami Najafi and S.A. Smith, Faculty Research Seminar, SPJIMR School of Business, Mumbai, India, October, 2023.
15. "Contracting For Consumer Returns in Online Marketplaces: Developing an Analytical Approach," SPJIMR School of Business, Mumbai, India, October, 2023.
16. "Reimagining Supply Chain Planning Using Machine Learning," Faculty Research Seminar, SPJIMR School of Business, Mumbai, India, October, 2023.
17. "Dynamic Two-Part Pricing and Bidding for Display Ad Campaigns on Advertising Exchanges," with Sami Najafi and S.A. Smith, Invited Presentation, EWG Retail Operations Conference, Stockholm, Sweden, September 2023.
18. "Unlocking the Potential of AI/ML to Build Agility and Resilience in Supply Chains," with M. A. Cohen and V.D. Deshpande, Invited Presentation, IFORS Conference, Santiago, Chile, July 2023.

19. "Unlocking the Potential of AI/ML to Build Agility and Resilience in Supply Chains," with M. A. Cohen and V.D. Deshpande, INFORMS Business Analytics Conference, Aurora, CO, April 2023.
20. "Dynamic Two-Part Pricing and Bidding for Display Ad Campaigns on Advertising Exchanges," with Sami Najafi and S.A. Smith, Invited Presentation, POMS Conference, Orlando, FL, May 2023.
21. "Achieving Supply Chain Resilience using Machine Learning," with M. A. Cohen and V.D. Deshpande, Invited Presentation, BSRM Retail Summit, McGill University, Montreal, Canada, September 2022.
22. "Dynamic Two-Part Pricing and Bidding for Display Ad Campaigns on Advertising Exchanges," with Sami Najafi and S.A. Smith, Invited Presentation, INFORMS Conference, Indianapolis, IN, Fall 2022.
23. "A Markov Decision Model for Display Advertising Campaigns," with Sami Najafi and S.A. Smith, Invited Research Seminar, Foster School of Business, University of Washington, Seattle, January 2023.
24. "Dynamic Bid Optimization for Display Ad Campaigns," with Sami Najafi and S.A. Smith, Invited Presentation, EWG Retail Conference (Virtual), March 2022.
25. "Dynamic Two-Part Pricing and Bidding for Display Ad Campaigns on Advertising Exchanges," with Sami Najafi and S.A. Smith, Invited Presentation, POMS Conference (Virtual), Spring 2022.
26. "A Markov Decision Model for Managing Display Advertising Campaigns," with Sami Najafi and S.A. Smith, Invited Presentation, INFORMS Revenue Management and Pricing Section Conference (Virtual), Spring 2022.
27. "Dynamic Two-Part Pricing and Bidding for Display Ad Campaigns on Advertising Exchanges," with Sami Najafi and S.A. Smith, Invited Presentation, INFORMS Conference (Virtual), Fall 2021.
28. "Dynamic Bid Optimization For Managing Display Advertising Campaigns On Ad Exchanges," with Sami Najafi and S.A. Smith, Invited Presentation, Desautels Faculty of Management, McGill University, 2020.
29. "Dynamic Bid Optimization For Managing Display Advertising Campaigns On Ad Exchanges," with Sami Najafi and S.A. Smith, Invited Presentation, INFORMS Conference, Virtual, October 2020.
30. "Optimizing Markdowns by Leveraging Internal Flexibility in Retail Chains," Invited presentation, Amrut Mody School of Management, Ahmedabad University, India, February 2020.

31. "Managing Digital Advertising Campaigns," with Sami Najafi and S.A. Smith, Invited Presentation, INFORMS Conference, Seattle, October 2019.
32. "Big Data Driven Supply Chain Planning," with Morris A. Cohen and Vinayak Deshpande, Invited Presentation, Teva Pharmaceuticals, Israel, July 2019.
33. "Managing Digital Advertising Campaigns," with Sami Najafi and S.A. Smith, Invited Presentation, POMS, Washington D.C., May 2019.
34. "Managing Retail Inventory using Arbitrary Prepacks," with S.A. Smith, Invited Presentation, POMS, Washington D.C., May 2019.
35. "The Risky Business of Supply Chain management," **Keynote Speaker**, CSCMP Conference, Santa Clara University, Santa Clara, March 2019.
36. "Agile Supply Chain Planning," with Morris A. Cohen and Vinayak Deshpande, Invited Presentation, Facebook, Menlo Park, CA, December 2018.
37. "Managing Digital Advertising Campaigns," with Sami Najafi and S.A. Smith, Invited Presentation, INFORMS, Phoenix, AZ, November 2018.
38. "Unlocking Supply Chain Flexibility Hidden in Plain Sight." Invited Presentation, Western Digital. San Jose, CA, May 2018.
39. "Optimal Inventory Management Using Retail Prepacks." Invited presentation, University of Washington, Foster School of Business. Seattle, WA, April 2018.
40. "Leveraging Supply Chain Flexibility For Competitive Advantage: Lessons from the Retail Industry." Invited Presentation, Facebook. Menlo Park, CA, April 2018.
41. "Winning Supply Chain Strategies in High-Tech Industries." CSCMP San Francisco Roundtable, Moderated Panel Discussion of 5 leading Silicon Valley Supply Chain Executives. San Mateo, CA, February 2018.
42. "Managing Digital Advertising Campaigns," POMS, Seattle, Invited Presentation, May 2017.
43. "Commercialization Pilot Analysis," Cybersecurity Industry Convening, San Jose, January 25, 2018.
44. "Optimizing Markdowns by Leveraging Internal Flexibility in Retail Chains," Indian School of Business, Invited Presentation, November 2016.
45. "Faculty Development: Teaching & Learning," SIES College, Mumbai, India, Invited Presentation, November 2016.

46. "Supply Chain Management: Silicon Valley Style," VJTI School of Engineering, Mumbai, India, Invited Presentation, November 2016.
47. "Optimizing Prepacks To Ship Products In Retail Supply Chains," Invited Presentation, INFORMS 2016, Nashville, TN.
48. Prepack Evaluation and Design for Retail Supply Chains. With Stephen A. Smith. POMS Conference, Orlando, May 2016.
49. Optimizing Markdowns by Leveraging Internal Flexibility in Retail Chains. KUMPEM Forum Retail Conference/Fashion Operations Conference, Istanbul, Turkey, May 2016.
50. Should a Retailer Consider Adding a Social Network Enabled Channel? With Karamemis, G., Vakharia, A., and Bandopadhyaya, S. INFORMS Conference, Philadelphia, November 2015.
51. Optimal Pricing Trajectories and Inventory Allocations for Retail Items with Inventory Dependent Demand. With Stephen A. Smith. INFORMS Conference, Philadelphia, November 2015.
52. Servicization. Invited presentation. Graduate School of Business Administration, Kobe University, Kobe, Japan, October 2014.
53. Two Dimensional Competition between Two Firms Establishing a Social Media Channel. With Karamemis, G., Vakharia, A., and Bandopadhyaya, S. POMS Conference, Washington DC, May 2015.
54. Optimal Price Trajectories and Inventory Allocations for Inventory Dependent Demands. Invited Presentation. POMS, Atlanta, May 2014.
55. Optimal Price Trajectories and Inventory Allocation for Inventory Dependent Demand. Shanghai Maritime University. Shanghai, China. Invited Presentation. June 2014.
56. Optimal Price Trajectories and Inventory Allocation for Inventory Dependent Demand. Hongjou University, Hongjou, China. Invited Presentation. June 2014.
57. Inventory Allocation and Pricing for Inventory Dependent Demand at Non-Identical Stores. Invited talk. 24th Annual POMS Conference, Denver CO May 3- 6, 2013.
58. Markdown optimization and inventory reallocation in retail chains, with Stephen A. Smith, Invited talk, University of Florida, Gainesville, FL, February 2013.
59. End of Season Pricing and Inventory Management for Retail Stores, with Stephen A. Smith, Invited talk, INFORMS Conference, Phoenix, AZ, October 2012.

60. Optimal Inventory Management for a Retail Chain with Diverse Store Demands, Invited talk, Beihang University, Beijing, China, September 2012.
61. Academic Publications + Teaching Innovation + Student Satisfaction by Working on Real World Research Problems, Invited talk, Beihang University, Beijing, China, September 2012.
62. Publishing in International Journals, Invited talk, Xian Jiaotong University, Xian, China, September, 2012.
63. Configuring Optimal Pre-packs for Retail Supply Chains, with Stephen A. Smith, Invited talk, INFORMS Conference, Charlottesville, N.C. Invited talk. 2011.
64. Developing Responsive Retail Chains by Leveraging Internal and External Flexibility, **Keynote Presentation**, KUMPEM Retail Conference, Koc University, Istanbul, Turkey, May 2012.
65. Optimal Inventory Management for a Retail Chain with Diverse Store Demands, Research Seminar, University of Washington, School of Management, April 2012.
66. Configuring Optimal Pre-packs for Retail Supply Chains.” With Steve Smith, POMS Conference, Reno, NV, Apr 2011.
67. Leveraging Flexibility for Inventory Management of Fashion Items in Retail Chains, Invited presentation to senior executives, Old Navy, San Francisco, Jan 2010.
68. Leveraging Flexibility for Inventory Management of Fashion Items in Retail Chains, Invited Presentation, UC Davis, December 2009.
69. Leveraging Flexibility for Inventory Management of Fashion Items in Retail Chains, **Keynote Presentation**, CERET, Santiago, Chile, November 2009.
70. “Optimal Pre-Pack Design.” With Steve Smith, Invited, INFORMS, San Diego, CA, Oct 2009.
71. “Assortment Planning in Retail Chains.” Invited, INFORMS, Washington D.C., 2008.
72. “Modeling Category Effect for Items in Assortment Planning for Retail Chains”. Invited, POMS, La Jolla, CA, POMS 2008.
73. “Modeling Category Effect for Items in Assortment Planning for Retail Chains”. Invited, Operations Workshop, Kellogg Graduate School of Management, Evanston, IL, 2008.
74. “Up-Grading: The Producer's Response to Quality Differentiated Markets”. Invited, Texas A&M University, College Station, Texas, Department of Agricultural Economics Seminar. April 2008.

75. "Why is Effectiveness in Supply Chain Management Critical to Competitive Advantage?"
Invited presentation, Intel-India, Bangalore, September 2007.
76. "Competitive Advantage through Effective Supply Chain Management," Invited presentation, SIES College of Management and Research, Mumbai, India, August 2007.
77. "Profiting From Service: We Will Say It Again, It Really Works," LSB Breakfast Briefing, November 2006.
78. "Designing Optimal Supply Chain Strategies for Retail Chains," Research presentation at the Advisory Board Meeting, May 2007.
79. "Breakthrough After-Sales Service: The Next Competitive Frontier," **Plenary presentation**, INTERLOG, Phoenix, AZ, June 2006.
80. "Service in the Aftermarket," **Plenary presentation**, POMS Conference, Monterey, CA, June 2006.
81. Producer's Response in Quality-Differentiated Competitive Markets," MSOM conference, Atlanta, GA, June 2006.
82. "Inventory Replenishment and Allocation in Retail Chains with Non-Identical Stores," Invited presentation, IFORS International Conference, Honolulu, Summer 2005.
83. "Supplier Response in Quality-Differentiated Markets," Invited presentation, IFORS International Conference, Honolulu, Summer 2005.
84. "Risk Reallocation through Cost Sharing Contracts in VMI Systems," Invited presentation, INFORMS Conference, Denver, Fall 2004.
85. "Competing through Service Based Strategies," moderator for panel discussion, Wharton-Stanford Service Supply Chain: Thought Leaders Forum, hosted by Graduate School of Business, Stanford University, October 2004.
86. "Creating Customer Responsive Retail Supply Chains," **Keynote Presentation**, Annual Symposium titled "Driving Values for the Customer – Customer Driven Demand Networks," Stanford Global Supply Chain Forum, Palo Alto, CA, June 10, 2004.
87. "A Bayesian Approach for Inventory Management and Allocation Policies in Retail Chains with Non-Identical Stores," Invited presentation, University of Michigan, School of Engineering, March 2004.
88. "A Bayesian Approach for Inventory Management and Allocation Policies in Retail Chains with Non-Identical Stores," Invited presentation, Stanford University, School of Business, March 2004.

89. "Inventory Management of Fashion Items in Retail Chains," Invited Presentation, Indian School of Business, Hyderabad, January 2004.
90. "Inventory Management of Fashion Items in Retail Chains," Invited Presentation, Indian Institute of Management, Ahmedabad, January 2004.
91. "Inventory Management and Allocation Policies for Retail Chains with Non-Identical Stores: A Bayesian Approach," Invited presentation, USC, School of Business, October 2003.
92. "Optimal "PrePack" Design in Retail Supply Chains," with Stephen Smith, INFORMS Conference, Atlanta, GA, Fall 2003.
93. "A Framework for Evaluating Capacity Flexibility & Postponement Strategies in Retailing," INFORMS Conference, Atlanta, GA, Fall 2003.
94. "Optimal After-Sales Service Supply Chain Planning: Strategy, Metrics and Models," with Morris Cohen, Vipul Agrawal & Vinayak Deshpande, INFORMS Conference, Atlanta, GA, Fall 2003.
95. "Delivering variety to stores: Pre-pack policies for retail supply chains," With Stephen A. Smith, MSOM Conference, USC, June 2003.
96. "A framework for inventory optimization and allocation of fashion goods in retail chains," invited presentation, The Gap, San Francisco, April 2003.
97. "The art & science of forecasting: How-to and what-next?" invited presentation, Leadership Team, Fujitsu PC Corporation, Santa Clara, May 2003.
98. "Academic Research on Demand Management: A Review," Invited presentation at HP Technology Sharing Day conference, Palo Alto, August 2002.
99. "An Analytical Approach to Multi-Vendor Sourcing," Invited presentation at HP Technology Sharing Day conference, Palo Alto, August 2002.
100. "Collaboration in the High-Technology Industry: Findings from a Recent Benchmark Study," invited presentation, IFORS International Conference, Edinburgh, Scotland, July 2002.
101. "Blending Art and Science in Supply Chain Management," Invited presentation, The Gap, San Francisco, July 2002.
102. "Optimizing Service Supply Chains: The Next Frontier," **Keynote Speech**, APICS-Santa Clara Valley Chapter, Annual Awards Banquet, July 2002.

103. "Gaining Competitive Advantage through Efficient Service Delivery," Invited presentation at the Conference on Global Supply Chain Collaboration, North American Chinese Semiconductor Association, Santa Clara, April 2002.

104. "A Bayesian Framework for Inventory Replenishment and Allocation for Retail Supply Chains with Non-Identical Stores," Invited presentation at the Conference on Optimization in Supply Chain Management, University of Florida, Gainesville, FL, March 2002.

105. "Service: The Next Frontier," E-Biz Asia Fall 2001 Conference on B2B eCommerce Trends in the Electronics Industry in Asia, November, 2001.

106. "After-Sales Service Supply Chains & E-Commerce," with Morris Cohen and Vipul Agrawal, Invited presentation, INFORMS International, Maui, Hawaii, June 2001.

107. "Inventory Allocation & Replenishment Strategies for Non-Identical Retail Stores," with Stephen A. Smith, Invited presentation, INFORMS International, Maui, Hawaii, June 2001.

108. "An analytical comparison of long and short term contracts," with Morris Cohen, Invited presentation in a special award session, IIE Transactions Conference, Dallas, TX, May 2001.

109. "Channel conflict and supply chain coordination," with Andy A. Tsay, invited presentation, INFORMS, San Antonio, TX, Nov 2000.

110. "E-Retailing: Trends and Challenges." Invited presentation, INFORMS-KORMS 2000, Seoul, South Korea, Summer 2000.

111. "Design and Coordination in Multiple Channel Distribution Systems." Invited presentation at Global Supply Chain Management: Into the 21st Century, Hong Kong, 1999.

112. "A Bayesian Framework for Retail Model Stock: Micro-Replenishment." Invited presentation, INFORMS, Fall 1999, Philadelphia.

113. "An Investigation of Supply Chain Performance & Behavior Under Price & Service Competition." IEOR Seminar Series, UC Berkeley, Fall 1999.

114. "Micro-Replenishment Using Early Sales Information." Retail Workbench Update Meeting, Fall 1999.

115. "Supply Chain Contracts: A Review", with Andy A. Tsay and Steven Nahmias. Invited presentation at INFORMS Conference, Cincinnati, 1999.

116. "Supply Chain Management", Invited presentation at the Santa Clara Retail Masters Class, organized by the Retail Management Institute, 1999.

117. "A Review of Modeling Research in Supply Chain Contracts", with Andy A. Tsay and Steven Nahmias. Invited presentation at the Agribusiness Research Forum, organized by FAI, Santa Clara University, 1998.

118. "Incentives, Decision Rights and Supply Chain Performance", with Andy A. Tsay. Invited presentation at MSOM Conference, University of Washington, Seattle, 1998, and at INFORMS, Cincinnati, 1999.

119. "Optimal Retail Inventory Policies for products with Substitutes and Complements", with Stephen A. Smith. Invited presentation at INFORMS, San Diego, May 1997.

120. "Optimal Retail Inventory Policies for products with Substitutes and Complements", with Stephen A. Smith. Invited presentation at INFORMS, Dallas, October 1997.

121. "Designing Contracts with Multiple Suppliers of Retail Fashion Merchandise", with Stephen A. Smith and Andy A. Tsay. Invited presentation at INFORMS, San Diego, May 1997.

122. "Multi-Vendor Sourcing in the Retail Supply Chain", with Stephen A. Smith and Andy A. Tsay. Executive briefing at L.L. Bean, Maine, August 1997.

123. "Multi-Vendor Sourcing in the Retail Supply Chain", with Stephen A. Smith and Andy A. Tsay. Retail Workbench update meeting, April 1997.

124. "Management of Multi-Item Retail Inventory Systems with Demand Substitution", with Stephen A. Smith. Invited presentation at the MSOM conference, Dartmouth University, July 1996.

125. "Optimal Retail Inventory Policies for Products with Substitutes", with Stephen A. Smith. Invited presentation at the 14th Triennial Conference, IFORS, Vancouver, Canada, July 1996.

126. "Rationalization of the Supplier Base", with Steven Nahmias. Invited presentation at the TIMS International Conference in Singapore, June 1995.

127. "Rationalization of the Supplier Base", with Steven Nahmias. Invited presentation at the INFORMS conference, Washington DC, May 1996.

128. "Foundations of Competitive Manufacturing in the Electronics and Semiconductor Industry", with S. A. Starbird. Invited presentation at the ORSA/TIMS conference in Los Angeles, April 1995.

129. "Foundations of Competitive Manufacturing in the Electronics and Semiconductor Industry", with S. A. Starbird. Invited presentation at the TIMS International Conference in Singapore, June 1995.

130. "Foundations of Competitive Manufacturing in the Electronics and Semiconductor Industry", with S. A. Starbird. Invited presentation at the Indian Institute of Management, Ahmedabad, July 1995.

131. "Competitive Food Manufacturing: Evidence from the 1993-94 Competitive Manufacturing Survey," with S. A. Starbird. Presented at the 1995 annual meeting of the Western Regional Coordinating Committee-72, Agribusiness Research Emphasizing Competitiveness, Las Vegas, NV, June 1995.

132. "Competitive Food Manufacturing: Evidence from the 1993-94 Competitive Manufacturing Survey," with S. A. Starbird. Presented at the IX Annual Agribusiness Conference, Santa Clara, CA, May 1995.

133. "Estimation Methods for Retail Inventory Management with Unobservable Lost Sales", with Stephen A. Smith. Invited presentation at the TIMS Conference in Detroit, October 1994.

134. "Supply Management and Material Control: An Integrated Model", with Morris Cohen. Invited presentation at the TIMS XXXII Conference in Anchorage, Alaska, June 1994.

135. "Supply Management and Material Control: An Integrated Model", with Morris Cohen. Invited presentation at the National ORSA/TIMS Conference held in Chicago, May 1993.

136. "Impact of Sourcing Decisions in a Multi-Product Assembly System with Component Commonality", with Morris Cohen. Invited presentation at the Multi-Echelon Conference, Chicago, June 1992, and National ORSA/TIMS Conference, San Francisco, November 1992.

137. "Sourcing Planning and Control in a Manufacturing Environment", with Morris Cohen, Invited presentation at the National ORSA/TIMS Conference, Anaheim, November 1991.

138. "A Continuous Review Inventory Model with Defective Supply", with Yu-Sheng Zheng, National ORSA/TIMS Conference, Las Vegas, May 1990.

139. "A Heuristic and Simulation Based Approach to Solve a Class of Surveillance Search Problems", SYSCON student paper competition, WORMSC Symposium, Arlington, November 1989.

4. Service

4a) Service to the University

i) School of Business

- Chair, Mid-Probationary Review Committee, ISA Department, 2023-24
- Chair, Lecturer Reappointment Committee, ISA Department, 2021-22.
- Chair, MPR Committee (for Prof. Sunghun Chung), ISA Department, 2021-22.
- Faculty Co-Director, MS-SCMA, 2015- 2017
- Associate Dean of Faculty, 2010-2015
- Conference Organizer, Fourth Annual Supply Chain Director's Conference, SCU, March 2015
- Chairperson, OMIS Department, 2008-2010
- Chair, MSIS Program Review Committee, 2007-2008
- Member, MBA Leadership Team, 2007
- Member, EMBA Redesign Committee, 2005, 2007
 - Led the team that proposed the modified design which was implemented
- Elected to the Rank & Tenure Committee, 2002-2005
 - Chair, Rank & Tenure Committee, 2003, 2004
- President, Beta Gamma Sigma chapter, 2002-2008
- Elected to the Rank & Tenure Policy Evaluation Committee, 2004
- Member, Advisory Board, Executive Development Center, 1999-2002
- Member, Design Committee, Weekend/Online MBA Program, 1998-99
- Member, Design Committee, Executive MBA Program, 1997-98
- Recruiting Committee, OMIS Department, 1996-2003
- Advisor, O.M.I.S. Club, 1994-98
- Undergraduate Curriculum Committee, 1996-97
- Member, Strategic Initiatives Task Force, 1994-95
- Thesis Supervision:
 - "Implementing Just-in-Time and Kanban Manufacturing Concepts in a High Production Electronics Manufacturing Cell," Erik Troelsen, 1995

ii) University

- Advisor, Kiri, Participant in Miller Center, 2023-24
- Elected to the Faculty Judicial Board, 2023-2026
- Interim Dean, Leavey School of Business, 2020-2021
- Nominated to the Provost's Faculty Advisory Committee on Budget Priorities, 2019-2021
- Chair, University R&T Committee, 2017-2019
- Member, Elected to the University R&T Committee, 2016-2019
- Member, University Research Committee, 2019-present
- Member, Search Committee, AVP of Diversity, 2011-12, 2012-13
- Member, Faculty Development Advisory Council, 2011, 2012
- Elected to the Dean Search Committee, 2009-2010
- Nominated to the University Budget Council, 2005-2008
- Elected to the University Grievance Committee, 2007-2009
- Member, University Faculty Judicial Board, 2000-2002

- Member, University sub-committee for the Irvine Grants, 1999-2001
- Attended the EMBA Conference in Montreal, 1998
- Member, Steering Committee, Asian Pacific American/Faculty and Staff Association, 1996-97
- Attended a two-day forum sponsored by Leaders for a Just World, 1995
- Representative to the Faculty Senate, 1992-93
- Faculty Development Workshop in Ethics, 1992-93

4b) Service to the Profession

- Panelist, Doctoral Consortium Session on Professional Networking, POMS, Minneapolis, MN, 20024
- Advisor, True Demand Coalition (electronics industry-wide coalition of executives), (2022 onwards).
- External Thesis Reviewer, Mr. Susheel Yadav, Ph.D. Candidate, Indian Institute of Technology, BHU, India, 2022.
- Associate Editor: *Management and Business Review* (2021 onwards)
- Associate Editor: *Management Science* (2006 – 2009)
- Associate Editor: *MSOM* (2007 – 2015)
- Editorial Review Board: *Production and Operations Management*. (1997 – present)
- Ad Hoc Referee: Management Science, Operations Research, Marketing Science, IIE Transactions, European Journal of Operations Research, Naval Research Logistics Quarterly
- Frequently invited to organize conference sessions on retail supply chain management.
- Nominated as Program Co-Chair, INFORMS International Meeting, Seoul, Korea, 2000.
- Organizing Committee Co-Chair, TIMS International Meeting, Singapore, 1995.
- Professional Membership: INFORMS.

4c) Community Service

- Trustee, Vice Chairman, Chair Audit Committee, Chair Nomination Committee: Give2Asia (2005 – present)
The leading non-profit organization focused on inspiring and promoting philanthropy to Asia, Give2Asia has facilitated over \$400 Million in donor-advised contributions since its inception in 2001.
- Coach, AYSO Saratoga (youth soccer league), 2003-05