

Festus O. Olorunniwo, Ph.D.
(U.S. Citizen)

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Festus Olorunniwo

EDUCATION

- Ph.D.** (1981): Management Science (Operations Research), University of Texas at Austin
- M.S.** (1978): Industrial Engineering, Polytechnic Institute of New York (Polytechnic University)
- B.S.** (1972): Mechanical Engineering, University of Lagos, Nigeria

GRANTS, HONORS, and AWARDS

Grants

- (2008): **\$20,000** grant from **HCA Corporation** to support the Supply Chain Management program at Tennessee State University (**granted**).
- (2008): **\$20,000** grant from **Microsoft Corporation** to support the Supply Chain Management program at Tennessee State University (**granted**).
- (2007): **\$20,000** grant from **Wal-Mart Corporation** to support the Supply Chain Management program at Tennessee State University (**granted**).
- (2006): **\$103,000** grant proposal on Best Practices in Reverse Logistics made to National Science Foundation (Denied)
- (2006): **\$20,000** grant from **Lexmark International Corporation** to support the Supply Chain Management program at Tennessee State University (**granted**).
- (2006): **\$20,000** grant from **Boeing Corporation** to support the Supply Chain Management program at Tennessee State University (**granted**).
- (2006): **\$20,000** grant from **Cummins Filtration Inc.** to support the Supply Chain Management program at Tennessee State University (**granted**).
- (2005): **\$20,000** grant from **Ingram Micro** to support the Supply Chain Management program at Tennessee State University (**granted**).
- (2005): **\$20,000** grant from **Corning Corporation** to support the Supply Chain Management program at Tennessee State University (**granted**).
- (2005): **\$20,000** grant from **Genco Corporation** to support the Supply Chain Management program at Tennessee State University (**granted**).
- (2004): **\$150,000** grant from **Dell Inc.**, to support the Supply Chain Management program at Tennessee State University (**granted**).
- (1996): **\$2,000.0** grant from ERMCO, Dyersburg, TN., to lead students' industry research project (**granted**).
- (1995): **\$2000.00** grant from Leland Powell Fasteners, Inc., in support of the Top Management Conference held in March 18 & 19, 1996 in Jackson, Tennessee (**granted**). I am the Program Chair and the organizer of the conference.
- (1995): **\$300.00** university research grant to conduct follow-up field study in cellular manufacturing (**granted**).
- (1994): **\$100,000.00** (\$25,000.00 per year for four years) grant from Goodyear Tire and Rubber Co (**granted**). Jointly written with and for UT Martin's Capital Development Campaign, the grant is for setting up the Center for Quality and Productivity.
- 1994): **\$800.00** industry research grant from two small companies to support my

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research in cellular manufacturing (**granted**).

1994): **\$600.00** UTM research grant to support my research in cellular manufacturing (**granted**).

Awards and Honors

- (2007) Excellence Award in Research, College of Business, Tennessee State University
- (2002): **Fulbright** Senior Specialist (valid till 2007).
- (2002): Excellence Award in Research, College of Business, Tennessee State University
- (2001) Best Paper Award, Association of Marketing Advances
- (2001) McGraw Hill/Irwin Best Paper Award in Decision Sciences, SWFAD Conf.
- (1998): Excellence Award in Research, School of Business Administration, UT Martin.
- (1997): United Nations Consultant.
- (1996): United Nations Consultant.
- (1996): Excellence Award for Service, School of Business Administration, UT Martin.
- (1996): Excellence Award for Research, School of Business Administration, UT Martin.
- (1991): Merit Award for Research, School of Business Administration, UT Martin
- (1980): Professional Development Award for Graduate Students in the Department of Mechanical Engineering, University of Texas-Austin.

Continuing Education

- (2002) TSU Training Workshop on Online Course Development and Delivery
- (2001) Workshop on using MS Access Database Product, Tenn. State University.
- (2001) Training Workshop on Revised ISO 9000 – 2000, Atlanta, GA
- (2000) Workshop on using WEBCT, Tennessee State University
- (1997): Lead Auditor Workshop on ISO-9001: 1994 Standard (for Certification); British Standards Institute, Richmond, VA
- (1996): ISO-9000 Basics, and ISO-9000 Auditing; Eastern Michigan University.
- (1996): Workshop on “Internal Benchmarking”, American Productivity and Quality Center, Houston, Texas

- (1994): Seminar on "Benchmarking", American Productivity and Quality Center, Houston, Texas.
- (1993): Workshop on “Writing Grant Proposals”, University of Alabama-Tuscaloosa
- (1993): "Active Learning: Creating Excitement in the Classroom", The Teacher Effectiveness Center, University of Tennessee at Martin.
- (1991): Multimedia Workshop (in Memphis). The IBM Corporation.
- (1984): Ergonomic Training Course, The University of Wageningen, The Netherlands.
- (1975): Work/Study program in the technology of pig iron production, United Nations Development Program (UNDP).

PROFESSIONAL EXPERIENCE

Academic Experience

1998-Present: *Professor and Head*, Department of Business Administration, Tennessee State University (TSU)

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Administrative Responsibilities

1. Administration, coordination, development, and promotion of academic programs offered in the Department of Business Administration.
2. Faculty personnel activities related to promotion, tenure, and retention reviews.
3. Faculty recruitment and development.
4. Administration of department budgets to meet departmental goals and supervision of department staff.
5. Preparation and development of academic programs and schedules; working with the dean's office and departmental faculty.
6. Student recruitment, retention, and advising.

Sample Accomplishments

- Achieved a total student enrollment growth of 45% in ten years (Fall 1998 to Fall 2007)
- Secured two additional faculty positions for the department
- Established a new undergraduate program in e-Business and Supply Chain Management (EBSM) in 2004
- Increased enrollment in the EBSM program in e-Business and Supply Chain Management (EBSM) concentration from 0 to 73 (Fall 2008)
- Established a MBA concentration in Supply Chain Management in Fall 2005. Current Graduate enrollment is 23 (Fall 2008).
- Secured 10 -16 corporate internships for EBSM majors annually
- Established the Governing Board of Supply Chain Management in Sept 2005
- Assisted in recruiting members of the Governing Board of Supply Chain Management. Membership increased from 1 to 12
- Assisted in securing scholarships for 10-16 students annually in supply chain management
- Organized a special corporate recruitment day (in February) for corporate executives to interview students for jobs and internships for students in my department as well as some in the College of Business
- Organized a process for resume reviews and preparatory mock interviews to get students ready for internships

Teaching and Research

1. I teach undergraduate and graduate courses in the Operations and Supply Chain Management area. The courses that I have taught at TSU include Integrated Supply Chain Management (Graduate), Operations Management (Graduate), Operations Management (Undergraduate), and Management of Service Organizations (Undergraduate).
2. My current research interest is in Service Management (especially Service Quality), Supply Chain Management (Reverse Logistics), and Cellular Manufacturing.

1995-1998: *Director*, Center for Quality and Productivity (CQP), the University of Tennessee at Martin (UTM).

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Responsibilities:

1. Develop and implement a vision for the CQP that is responsive to the dynamic needs of the businesses and government agencies in its constituent.
2. Develop, build, and maintain relational bridges between businesses, the CQP, and UTM. Create and lead the efforts in organizing and conducting workshops, seminars, and conferences at the regional and/or national levels.
3. Cultivate and maintain the financial support of the Center through *grants* from private foundations and government agencies, corporate support, and revenues generated by the CQP services.

Accomplishments as Director of Center for Quality and Productivity

Wrote four grant proposals (see Grants, Awards, and Honors)

Organized a workshop on “Self-Directed Work Teams”, Jan 24, 1997 (Jackson, TN).

Organized a workshop on: “Activity-Based Costing”, March 24, 1997 (Jackson, TN), August 21-22, 1997 (Tullahoma, TN)

Organized a national conference (May 12, 1997) on: “Where Does Your Customer Fit in a Better, Faster, and Cost-conscious World”. The conference targeted top management in the service industry).

Completed 6 student-assisted industry projects at plant sites

Visited with several CEOs and Plant Managers in Northwest Tennessee regarding the Center’s activities.

Gave presentations on the Center’s activities to APICS (Jackson chapter), Rotary Club of Martin, Rotary Club of Union City, and KEN-TEN conference (a consortium of UT Martin, Austin Peay University, and Murray State University)

Organized a national conference on: “ Positioning Your Organization for the 21st Century” in Jackson, TN. (March 18-19, 1996).

- 1994-1998** ***Professor*** of Operations Management (Tenured), School of Business Administration, University of Tennessee at Martin.
- 1990- 1994** ***Associate Professor*** of Operations Management, University of Tennessee at Martin.
- 1987-1988** ***Visiting Senior Teaching Fellow***, National University of Singapore.
- 1982-1989** ***Senior Lecturer (Equivalent to Associate Professor)***, Tenured), Department of Industrial Engineering, University of Ibadan, Nigeria. I was also the **Department Chair** from 1982 to 1987. Was responsible for the design of and starting the department's degree programs (B.S., M.S., and Ph.D.) in Industrial Engineering. It was, at that time, the first of such program in sub-Saharan part of Africa, excluding South Africa. I also coordinated teaching activities at the Graduate and Undergraduate levels in the department.
- 1981-1982** ***Assistant Professor*** (Tenure-track) of Industrial Engineering, University of Michigan-Dearborn.
- 1981** ***Faculty Member (Instructor)***, Department of Mechanical Engineering

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(Operations Research Group), University of Texas at Austin.

1978-1980

Teaching Assistant, University of Texas at Austin.

Industrial Experience

1992-present: Consultant for the Center for Industrial Services of The University of Tennessee to various companies including:

- . (2001) Tenn. State Department of Equalization – Stratified Sampling Design
- . (2001) Nashville Metro Transport Authority – Customer Satisfaction
- . (1998) ERMCO, Dyersburg – Supplier Alliances
- . (1997) Harman Automotive, Inc., Bolivar, TN- Kanban System (ongoing)
- . (1997) Industrial Equipment Manufacturing, Bolivar, TN.- Plant layout.
- . (1996) Sandvik Windsor Corp., Milan, TN.- Review of line methods.
- . (1995) Flow-Rite of Tennessee, Bruceton - Management Information;
- . (1994) Paris Manufacturing Co, Savannah, TN) -Product Identification;
- . (1994) Jones Exhaust Co., Adamsville (1994) - Work Measurement and Job Costing;
- . (1994) Safety Protection (1994)- Cellular Manufacturing and Plant Layout;
- . (1993, 1994) Flow-Rite of Tennessee, Bruceton - Management Information;
- . (1993, 1991) Camden Castings, Camden- Productivity Improvement and Layout design
- . (1993) Louver Drapes, Memphis- Operational Analysis;
- . (1992) Ingersoll Rand, Memphis -Cellular Manufacturing;
- . (1992) Conley and Frog Co., Memphis -Manufacturing Lead Time;
- . (1992) Rolane Industries - Work Measurement;
- . (1992) Firestone Company, Dyersburg, TN - Process Evaluation;
- . (1992) King Technologies, Trenton, TN.- Inventory Control.

1989: Invited Workshop Presenter (the only one) in The Republic of SINGAPORE at the Pre- Conference Workshop on Maintenance Productivity in Vehicular Fleet.

1988: Project Leader and only coordinator, Workshop on Maintenance Engineering and Management, SINGAPORE; Organized through The Department of Industrial and Systems Engineering, National University of Singapore.

1982-1987, 1988-1989 (At The Department of Industrial Engineering, University of Ibadan)

. Project Leader: Workshop on Quality Control(1 per year).

. Project Leader: Workshop on Maintenance Management(1 per year)

. Project Leader: Workshop on Productivity Measurement(1 per yr)

. Chairman and Project Leader(1984): Organizational and Operational Restructuring of The University of Ibadan Furniture Manufacturing Project.

1974-1976 Mechanical Engineer, Steel Development Authority, Lagos, Nigeria.

1972-1974 Mechanical Engineer, Nigerian Technical Company, Lagos.

DISSERTATION, THESES, and PROJECTS SUPERVISED

BSIE Degree Theses

(1989): Olumuyiwa O. Onadeko; "Reliability and Risk Assessment In Process Plants: Application of the Fault Tree Analysis".

(1989): Abiola S. Ogunjobi; "Identifying and Measuring Maintenance Productivity

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Using Nominal Group Technique".

MSIE Degree Theses

- (1986): M. B. Ibraheem; "Introduction of Quality Control Practices In Some Nigerian Production Companies- Survey and Case Study".
- (1986): Felix Chukwuma Uhegbu; "Design, Construction and Testing of an Instrument for Conducting Ergonomic Evaluation of a Work Place".
- (1989): Francis O. Oyero; "An Analysis of Equipment Failures in a Process Industry".
- (1989): Ariwodo Izuchukwu; "The Optimal Corrective/Preventive/Overhaul/Maintenance and Disposal Policy For a Repairable System".

Ph.D. Thesis

- (1987): S.A. Dada; "A Systems Approach to Planning and Control of Tree Harvesting and Wood Processing in Tropical High Forests". (Student was from the Department of Agricultural Engineering. As one of the two supervisors, I oversaw the modeling of the integrated system and supervised the solution algorithms and procedure).

PROFESSIONAL AFFILIATIONS

- Member- Decision Sciences Institute, USA.
- Member- Institute for Supply Management, USA
- Professional Engineer ("Registered Engineer") - Council of Registered Engineers of Nigeria (# R. 2319).

ADMINISTRATIVE AND EXTRA-CURRICULAR ACTIVITIES

Tennessee State University

- 2008 - present Member, Academic Affairs Budget Advisory Committee
- 2007 Member, TSU President's Committee on Salary Compensation Review
- 2004-2006: Chair, Senate Budget and Finance Committee
- 2003 – 2006: Member, University Senate
- 1998-present: Head, Department of Business Administration
- Member, Planning/Board of Advisors Committee
- Member, Curriculum Committee, College of Business
- Member, MBA Graduate Policy Committee

University of Tennessee

- 1997: Member, Search Committee, Department of Mathematics
- 1997: Member, Promotion Committee, Department of Econ. & Finance
- 1994 - 1997: Member, School of Business Graduate Committee
- 1995- 1998: Member- University Committee on Teaching Evaluation and Measurement.
- 1995-1996 Member- Promotion and Tenure Committee, Department of Management and Marketing.
- 1994-1998: Member- University Computer Committee
- 1994: Member- College of Engineering Needs Assessment Committee to study changing from B.S. in Engineering Technology to B.S. Engineering.

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- 1994: Member- Search Committee for Dean of Engineering.
1993-1998: Member- University of Tennessee System Research Council.
1993 : Member- University Council.
1992-1998: Member, University Advisory Council on Teaching Effectiveness.
1992-1995: Chair, Instructional Resources and Responsibilities of The School of Business (SOBA)
1992: Member, Faculty Search Committee for MIS position in the School of Business.
1992: Member, Faculty Search Committee, Department of Educational Studies(1992)
1991: Member, Faculty Search Committee, College of Engineering, University of Tennessee at Martin
1991: Member, Technology Integration Committee of SOBA.
1990: Member, Library and Other Resources Committee of SOBA Accreditation Self Study.

University of Ibadan

- 1982-1987: Chair, Department of Industrial Engineering.
1982-1987: Member of the University Senate
1984: Member of the Board of The Unibadan Furniture Project (UFP).
1985-1987: Chairman, Operations Committee of UFP

External Activities

- 2006-2008 Member, International Education Research Committee of ISM
2008 External Program Reviewer in Supply Chain Mgt., Alabama A & M University.
1979-Present: Member- International Bible Students Association.
1989: Editor, Conference Proceeding Papers, 6th Annual Productivity Conference of The Nigerian Institute of Industrial Engineers.
1985-1987: Editor, Conference Proceeding Papers, 2nd, 3rd, and 4th, Annual Productivity Conferences of the Nigerian Institute of Industrial Engineers.
1985: National Vice President, the Nigerian Institute of Industrial Engineers.

ACADEMIC & PROFESSIONAL ACTIVITIES

(Sample Participation)

- 2004-present: Editorial Board, **Journal of Business and Economic Perspectives**
1999: Invited Reviewer:-**International Journal of Production Research.**
1998: Invited Reviewer: - Decision Sciences Institute (National Conference)
1994: Invited Reviewer: - **Journal of Operations Management.**
1993: Invited Reviewer: - Research papers for the Annual National Conference of the Decision Sciences Institute,
1992: Invited Reviewer- Research papers for the Annual National Conference of the Decision Sciences Institute.

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- 1992: Invited Paper Discussant- Research paper for the Annual National Conference of the Decision Sciences Institute
- 1991: Invited Reviewer- Research papers for the Annual National Conference of the Decision Sciences Institute.
- 1989: Editor, Conference Proceeding Papers, 6th Annual Productivity Conference of the Nigerian Institute of Industrial Engineers.
- 1985-1987: Editor, Conference Proceeding Papers, 2nd, 3rd, and 4th, Annual Productivity Conferences of the Nigerian Institute of Industrial Engineers.

PUBLICATIONS

Refereed Journal Articles

Li, X., and Olorunniwo, F. O.; “An exploration of reverse logistics practices in three companies”, Supply Chain Management – An International Journal; 13/5 **2008**, pp 381-386.

Olorunniwo, F. O., and Hsu, M., “An Investigation of Customer Experiences with Professional Services”, Services Marketing Quarterly, Vol. 29(2), **2008**, pp 79-92.

Olorunniwo, F.O., Hsu, M.; “Typology Analysis of Service Quality, Customer Satisfaction and Behavioral Intentions in Mass Services”, Managing Service Quality; Vol. 16, No. 2pp 106-123(**March 2006**).

Olorunniwo, F. O., Hsu, M. and Udo, G. J.; “Service Quality, Customer Satisfaction and Behavioral Intentions in the Service Factory”; Journal of Services Marketing , Vol. 20, No. 1, pp 59-72 (**March 2006**)

Jolayemi, J. K. and Olorunniwo, F. O., “ A Deterministic Model for Planning Production Activities in a Multi-Plant, Multi-Warehouse Environment with Extensible Capacities”; International Journal of Production Economics 87 ((**2004**) pp 99-113.

Olorunniwo, F.O., Hsu, M.K., and Udo, G. J., “Operationalizing the Service Quality Construct: The Case of the Lodging Industry”, Services Marketing Quarterly, Vol. 24(4), **2003**, pp 57-76.

Lownes-Jackson, M., Olorunniwo, F.O., Flott, P., and Ellzy, J., “Financial Obstacles Faced by African American Entrepreneurs: An Insight into a Developing Area of the U.S. Economy”, The Journal of Developing Area, Vol. 36, No. 2, pp 125-145. (**2003**)

Olorunniwo, F. O., and Udo, G., “The Impact of Management and Employees on Cellular Manufacturing Implementation”; International Journal of Production Economics, 76, pp.27-38 (**2002**).

Dedeke, A., and Olorunniwo, F. O. “Information Processing Alternatives for Coping with Supply Chain Environment Complexity”, Journal of Contemporary Business Issues, **Vol. 8, No. 2, (2001), pp. 25-33**

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Olorunniwo, F.O., and Hartfield, T., “Strategic Partnering When Supply Base is Limited – A Case Study”, Industrial Management and Data Systems Vol 101, No.1, (2001), pp. 47-52.

Olorunniwo, F. O. and Donna Wood, “Re-engineering Approaches in the Wholesale and Retail Industry”, Industrial Management, (May/June 1998).

Olorunniwo F.O.; “A Framework for Measuring Success of Cellular Manufacturing Implementation”, International Journal of Production Research, Vol. 35, No.11, pp. 3043-3061, (1997).

Olorunniwo F. O. and Godwin J. Udo; "Cell Design Practices in US Manufacturing Firms", Production and Inventory Management Journal, Vol 37, No.3, pp. 27-33, (1996)

Olorunniwo F.O.; "Changes in Production Planning and Control Systems with Implementation of Cellular Manufacturing", Production and Inventory Management Journal, Vol 37, No. 1, pp. 65-70 (1996).

Udo, G. J., Ike C. Ehie, and F.O. Olorunniwo, "Fulfilling the Promises of Advanced Manufacturing Systems: A Survey Study", Industrial Management, (Oct. 1995).

Olorunniwo F.O. and John Ed. Knight; “Monitoring Process Parameters with Pre-Control”, Journal of Operations Management, 12 (1995), pp. 75-87.

Gordon H, J. E. Knight, and F.O. Olorunniwo; "Proving Loss of Discretionary Time: Time and Motion Studies Used to Prove Damages in Personal Injury Cases, Tennessee Trial Lawyer § (4), 67-79 (1994).

Olorunniwo F. O. "A Life Cycle Cost Policy When Equipment Maintenance Is Imperfect". International Journal of Quality and Reliability Management, pp.52-71 (1992).

Olorunniwo F.O., & A. Izuchukwu, "Scheduling Imperfect Preventive and Overhaul Maintenance". International Journal of Quality and Reliability Management, Vol.8, No.4, pp.67-79 (1991).

Tang L. C. & F. O. Olorunniwo, "A Maintenance Model for Repairable Systems". Reliability Engineering and System Safety, Vol. 24, pp.21-32 (1989).

Olorunniwo F.O., "Economic Design of a Partially Dynamic -Control Chart". International Journal of Quality and Reliability Management, Vol. 6, No. 3, pp.24-37 (1989).

Dada S.A., E. B. Lucas, & F.O. Olorunniwo, "A Systems Approach to Planning and Control of Tree Harvesting Operations in the Tropical High Forests". Forest Commission (U.K.) Bulletin 82, pp.147-153 (1989).

Olorunniwo F.O., "Setting Up A Maintenance Productivity Measurement System". The Motor Professional: A Journal of The Singapore Institute of The Motor Industry, pp.4-9 (March, 1989).

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Olorunniwo F.O., "An Analysis of Pipe and Compressor Cost Functions in Natural Gas Transmission Lines". Journal of Pipelines, Vol. 7, pp.1-13 (1987).

Olorunniwo F.O., "Production Quality Assurance Via Multi-Objective Attribute Sampling Plans". Journal of the Nigerian Institute of Industrial Engineers, Vol. 1, No. 1, pp.35-48 (1987).

Dada S.A., F.O.Olorunniwo, and E.B. Lucas, "An Optimal Tree Harvesting Schedule Applicable to Mixed Tropical High Forests". Journal of the Nigerian Institute of Industrial Engineers, Vol. 1, No. 1, pp.63-77 (1987).

Olorunniwo F.O., "Admissible Cutting Patterns in the Trim Problem". Engineering Optimization, Vol. 10, pp.125-138 (1986).

Olorunniwo F.O., "Looping Requirements in Natural Gas Transmission Lines:- Equivalent Diameter Approach". Journal of Pipelines, Vol. 3, pp.179-185 (1986).

Olorunniwo F.O. and Paul A. Jensen, "Natural Gas Transmission System Optimization", Transportation Engineering Journal of ASCE, pp.601-617, (Nov. 1982) .

Olorunniwo F.O., and Paul A. Jensen, "Dynamic Sizing and Locationing of Facilities on Natural Gas Transmission Networks". Engineering Optimization, Vol. 6, No. 1, pp.95-109, (1982).

Olorunniwo F.O.,and Paul A. Jensen, "Optimal Capacity Expansion Policy for Natural Gas Transmission Networks:- A Decomposition Approach". Engineering Optimization, Vol. 6, No. 1, pp.13-30 (1982).

Olorunniwo F.O., and R. Salas, "An Algorithm for Determining Double Attribute Sampling Plans". Journal of Quality Technology, pp.166-177, (July 1982).

Articles in Refereed Proceedings

Olorunniwo, F. O., “A Comparative Analysis of Customer Experiences with Different professional Services”, Proceedings of the Southeast Decision Sciences Institute, Feb/March 2005, Raleigh, NC

Olorunniwo, F. O. , Jolayemi, J. K., and Carr, L., “Service Quality Considerations in Outsourced Maintenance: The Case of The Auto Repair Industry”; Proceedings of the Africa-USA Manutech Conference, Port Harcourt, Nigeria, July 12-14, 2004 .

Jolayemi, Joel K.; Olorunniwo, Festus O.; and Pennington, Byron (2003). “On the Scheduling of Projects Under the Condition of Inflation and Under Penalty and Reward Arrangements”. Proceedings of the Annual General Meeting of the Decision Sciences Institute, Washington D.C., November 22 – 25, 2003.

Jolayemi, J.K., and Olorunniwo, F. O., “ An Integrated Supply Chain Planning Model”; Proceedings of the Midwest Decision Sciences Institute, Milwaukee, (April 2001, forthcoming).

Olorunniwo, F. O., Pennington, J. B., and Hsu, M., “ Developing a Service Quality Construct: A Pedagogical Approach”, Proceedings of the Association of Marketing Educators (forthcoming), First Annual Conference of Federation of Business Disciplines, St Louis, (**March 2002**).

Olorunniwo, F. O., Hsu, M., and Udo, G., “ Operationalizing the Service Quality Construct: The Case of the Lodging Industry”, Proceedings of the Association of Marketing Educators (forthcoming), First Annual Conference of Federation of Business Disciplines, St Louis, (**March 2002**).

Olorunniwo, F. O., and Udo, G., “The Service Quality Construct: Its Operationalization and Dimensionality”, Proceedings of the 2001 National Decision Sciences Institute Conference, (**Nov. 2001**), pp. 800-802.

Hsu, M., Pennington, J.B., and Olorunniwo, F. O., “ Sales Forecasting: A ‘Job Shop’ Case Study Revisited”, Proceedings of the Society of Marketing Advances, New Orleans, (Oct. 2001), pp.

Jolayemi, J. and Olorunniwo, F. O., “ An Economic design of Multi-attribute Control Charts”, Proceedings of the Southwest Decision Sciences Institute, pp109-111; (2001).

Olorunniwo, F. O., Flott, P., Rangavajhala, S., and Avalareddy, N., “ An Evaluation of the Service package of Online Banking Proceedings of the Southeast Decision Sciences Institute, pp14-16; (2001).

Olorunniwo, F.O. and Udo, G., “ Measuring the Quality of Service Production Systems”,

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Proceedings of the 5th Africa-USA International Conference on Manufacturing Technology, July (2000), pp. 55-63

Udo, G. and Olorunniwo, F.O., “Affecting Advanced Manufacturing Systems Success with Effective Communications”, Proceedings of the 5th Africa-USA International Conference on Manufacturing Technology, July (2000), pp. 141-148.

Olorunniwo, F. O., Boucher P., Austin, J, and Hartfield, T., “ Impact of Size of Supply Base on Purchasing Preferences” Proceedings of the Southeast Decision Sciences Institute. pp. 196 – 198, *Feb. 2000.*

Olorunniwo, F. O., Guiqin H., and Hartfield, T., “How Product Attributes Affect Purchasing Criteria: A Case Study”. Proceedings of the Southwest Decision Sciences Institute pp. 51 - 53, *March 2000.*

Olorunniwo, F. O., P. Boucher, J. Austin, and Tony Hartfield, “ Buyer/Supplier Alliance in the Electric Utility Industry”, Proceedings of the Northeast Decision Sciences Institute, pp186-188; (1999).

Udo, Godwin and F.O. Olorunniwo, “Communications: A key Issue in Advanced Manufacturing Systems”, Proceedings of IEEE International Conference on Engineering and Technology Management, pp 34-39, (1999).

Olorunniwo F. O. and Godwin Udo, “ Critical Activities in a Successful Cellular Manufacturing Implementation”; Proceedings of IEEE International Conference on Engineering and Technology Management, pp 40-45, (1999)

Olorunniwo, F.O. and Godwin Udo, “ Impact of Sociotechnical Factors on Cellular Manufacturing Implementation”, Proceedings of the Decision Sciences Institute Meeting, pp. 1385-1387, (1998).

Udo, Godwin and F.O. Olorunniwo, “Comparing Information Systems Outsourcing with End-user Computing Development: Empirical Evidence, Proceedings of the Decision Sciences Institute Meeting, pp. 898-900, (1998).

Olorunniwo, F. O. , " A Comprehensive Analysis Cell Design Practices", Proceedings of 1996 Western Decision Sciences Institute Meeting, April 2-6, 1996.

Overby, John and F.O. Olorunniwo; "Pilot Analysis of Self-Peer Evaluations in an Experiential - Exercise Human Resources Management Course", Proceedings of the 1996 ABSEL Annual Meeting. (1996)

Kemp B. Wayne, F.O. Olorunniwo, and John Overby; " Information Systems Instruction In American Business Schools: An Empirical Study"; Proceedings of 1995 National DSI Meeting, Vol. 2, pp. 626-629.

Olorunniwo F.O. , "Interrelationships Amongst Performance Measures and Plant

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Characteristics in Cellular Manufacturing Implementation", Proceedings of the Twenty-Sixth Annual Conference of MidWest Decision Sciences Institute , (1995), pp. 154-157.

Olorunniwo F. O., B. Wayne Kemp, and John Overby; " POM Curriculum Coverage in American Universities: An Empirical Study", Proceedings of the Twenty-Sixth Annual Conference of MidWest Decision Sciences Institute , (1995), pp. 173-176.

Knight, J. Ed., F. O. Olorunniwo, and H. Gordon; "Estimating Life-time Economic Losses Due to Amputation, Proceedings of the 3rd Industrial Engineering Research Conference, May 18-19 (1994), pp. 70-75.

Olorunniwo F. O., and John Ed. Knight, " An Analysis of a Model For Evaluating Process Capability in Pre-Control", Proceedings of The Twenty-Second Annual Meeting of The Western Decision Sciences Institute, March 30-April 3, 1993 ,pp.171-174.

Olorunniwo F. O., and John Ed. Knight, "Estimating Process Variability From Pre-Control", Proceedings of The Annual Meeting of The Southeast Decision Sciences Institute, Chattanooga, Feb. 17-19, 1993, pp. 269-271.

Olorunniwo F. O., John Ed. Knight, and C. Throckmorton, "Monitoring Process Capability From Pre-Control", Proceedings of The Twenty-Third Annual Meeting of The Decision Sciences Institute, San Francisco, Nov. 22-24, 1992 pp.1604-1606.

Olorunniwo F. O., John Ed. Knight, and John Overby, "Group Participation In Developing Reference Measurement Curves for Evaluating Maintenance Productivity", Proceedings of The Twenty-Third Annual Meeting of Decision Sciences Institute, San Francisco, CA, Nov. 22-24, 1992 p.1259.

Olorunniwo F. O., and John Ed. Knight, "Opportunity Cost Analysis of Cycle-Constrained Replacements". Proceedings of The Twenty-Third Annual Meeting of The MidWest Decision Sciences Institute, Kansas City, MO, May 2-5,1992, pp.171-173.

Knight J. E. and F. O. Olorunniwo, "Evaluating Process Capability from Left-Skewed Distributions With No Sign Constraints". Proceedings of The Twenty-Third Annual Meeting of The MidWest Decision Sciences Institute, Kansas City, MO, May 2-5,1992, pp. 165-167.

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