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**Associate Professor**

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## Education

- 1997 – Ph.D., Kelley School of Business, Indiana University, Bloomington.
- 1994 – M.S., Kelley School of Business, Indiana University, Bloomington.
- 1991 – P.G.D.M., Indian Institute of Management, Lucknow.
- 1988 – B.E., Mechanical Engineering, Jadavpur University, Calcutta.

## Teaching Experience

### **2002 – present: Frank G. Zarb School of Business, Hofstra University**

- Associate Professor, 2008 – present (Tenured, September 2008).
- Assistant Professor, 2002 – 2008.
- Zarb School Student Learning Outcomes Assessment Coordinator, 2009 – present.
- Acting Chair of Department of Management, Fall 2009, January 2007, Summer 2007, Summer 2009.
- Course Captain and Lead Faculty Development – Operations and Supply Chain Management curriculum at Zarb School.

### **1997 – 1998: Assistant Professor, Bucknell University**

- Tenure track position in the Faculty of Management.
- Taught courses in Management Science and Operations Management.

### **1996 – 1997: Visiting Assistant Professor, Michigan State University**

- Visiting position in the Faculty of Operations and Marketing Management at the College of Business.
- Teaching in undergraduate and MBA courses.

### **1992 – 1996: Associate Instructor, Kelley School of Business, Indiana University**

- Taught Operations Management courses in the undergraduate business program, Kelley

School of Business.

- Awarded Outstanding Doctoral Student Teaching Award in 1995 by the Department of Operations Management.

## Teaching Interest

- Teaching of core Operations Management courses at BBA, MBA and Executive MBA levels.
- Teaching of elective courses in Business Process Management, Service Operations Management, Purchasing and Supply Management, Supply Chain Management.
- Teaching of Distance Learning classes in Operations Management, Purchasing and Supply Management.

## Courses Taught – Graduate /Undergraduate

### 2002 – present: Frank G. Zarb School of Business, Hofstra University

- **Operations Management (Executive MBA Course):**  
Examinations of the processes organizations use to transform resources into high quality goods and services that satisfy consumers. Techniques for designing production and operation systems that are efficient as well as effective are included.
- **Business Process Management (MBA in Quality Management, Elective Course):**  
A course in the design and analysis of business process. Topics include charting and mapping business processes, measuring and analyzing process flows, capacity analysis, process inventory analysis, and process synchronization and improvement.
- **Operations Management (MBA Program Core Course):**  
Examination of how manufacturing and service processes utilize human resources, technology, equipment, materials, information and capital to create goods and services. Traditional concepts like operations strategies, production management, inventory

management, quality management, project management and management of operations are covered. In addition, new topics such as supply chain management demand chain management, new technologies, and outsourcing are also discussed as they affect organizational efficiency and growth.

- **Project Management ((Undergraduate Elective Course):**

Analysis of project management within organizations and discussion on issues and problems with effective project management, Topics include overall project management concepts, project planning and control techniques, project research and cost management, and people management. Strategic aspects of project management and success factors used to ensure timely completion and cost control of projects are also discussed.

- **Purchasing and Supply Management (Undergraduate Elective Course):**

Analysis of the activities and mechanics of purchasing and supply management. Emphasis on sourcing decisions in the private and public sector, supplier relations, outsourcing and insourcing, global sourcing, single vs. multiple sourcing, competitive bidding vs. negotiations, logistics of delivery systems, ISO 9000 and supply laws and ethics.

- **Service Operations Management (Undergraduate Elective Course):**

Tools, techniques and strategies required to improve the operations of services-oriented organizations including topics such as strategic choices regarding service systems, capacity management, waiting-line management, location strategies, resource scheduling and yield management. Concepts and cases will be discussed from the standpoint of various service industries such as service-based manufacturing, transportation/logistics, financial services, hospitality/travel/leisure, telecommunications/information services, food services, health-care operations and others.

- **Supply Chain Management (Undergraduate Elective Course):**

Management of the supply chain addressing issues both within an organization and issues related to upstream and downstream partners within the supply chain. Core issues with

forecasting, inventory and infrastructure are discussed. In addition, important new concepts related to integration between companies, customer relations, logistics and transportation, and performance measurement are also discussed.

- **Operations Management (Undergraduate Core Course):**

Management of the operations function of an organization. Operations system design, capacity planning, job scheduling, inventory control, project planning, technological issues, and total quality management. Social, environmental, ethical, and international considerations.

### **Bucknell University, Assistant Professor of Management, 1997 – 98**

- **Management Science:**

Undergraduate course in Management Science using Excel based modeling techniques. Class included hands-on exercise for students and a term project oriented towards using at least one of the techniques as it was applied to a local business

- **Operations Management:**

Introductory undergraduate mandatory course in Operations Management for business majors

### **Michigan State University, Visiting Assistant Professor, 1996 – 97**

- **Manufacturing Strategy:**

Elective course offered to graduate students dealing with concepts and approaches for manufacturing strategy. Used a primarily case based method of teaching including a term project related to a business situation with a local company where some of these manufacturing strategies were put into practice.

- **Operations and Purchasing Management:**

Second course in the sequence of Materials and Logistics Management (MLM) courses offered to undergraduate MLM majors. Topics related to methods and techniques involved in planning and managing of manufacturing and service operations were

covered in the first half of the course. The second half of the course dealt with terms, concepts and trends in purchasing management.

## **Indiana University, Associate Instructor, 1992 – 96**

- **Operations Management Integrative Core:**  
Basic Operations Management course that is part of the mandatory integrative core in the Undergraduate program. Course involved teaching of the basic concepts in OM including a case study exercise at the end of the semester integrating a business situation with integration between Marketing, Finance and Operations.
- **Operations Management to Non-Business Majors:**  
Operations Management course offered to non-business majors with a minor in business. Taught the very first offering of this course at the school with independent responsibility of designing and teaching the course.

## **Research interest**

- Supply Chain Management
- Service Quality Management
- Operations Management
- Operations-Human Resource Management Interface
- Distance Learning

## **Curriculum Developments**

### **Distance Learning Classes (Self-Developed and Delivered Fully Online)**

- **Operations Management (MGT110):**  
Existing required course for BBA majors to be developed for online content and delivery.
- **Purchasing and Supply Management (MGT145):**

Elective course for BBA majors.

## **New Concentrations**

- **BBA Major in Supply Chain Management:**  
Conceived and developed new BBA major to integrate various courses from multiple departments. Proposal accepted by faculty in the process of approval from Department of Education, New York State.
- **BBA Minor in Operations Management:**  
Developed a new BBA minor for undergraduate business students, Hofstra University.

## **New Courses**

- **MGT232 – Venue and Facilities Management:**  
New course developed for the Sports Management MBA program, Hofstra University.
- **MGT285 – Business Process Management:**  
New course developed for the MBA in Quality Management program, Hofstra University. Jointly developed with other faculty.
- **MGT221 – Operations for Crisis Management:**  
New course developed for the proposed Crisis Management program, Hofstra University.
- **MGT128 – Service Operations Management:**  
New elective course for management majors developed for the BBA program, Hofstra University.
- **MGT125 – Supply Chain Management:**  
New elective course for management majors developed for the BBA program, Hofstra University.
- **MGT144 – Project Management:**

New elective course for management majors developed for the BBA program, Hofstra University.

- **MGT143 – Business Process Management:**

New elective course for majors in the new Supply Chain Management major for the BBA program, Hofstra University.

## **Industry Experience**

### **1998 – 2004: Ui2 Technologies**

- Full-time: 1998-2002; Part-time consultant: 2002-2004
- Multiple promotions in six-year tenure.
- Expert in *i2* Supply Chain Management Optimization Solutions.
- Worked in Education Services, Presales, Consulting, Solutions and Software Product Development.
- Implementation of *i2* solutions at customers e.g., IBM, Lucent Technologies, Seagate Systems, EMC, Compaq, Barnes and Noble, Best Buy, Siemens, 3M, Samsung, K-Mart and others
- Solutions team lead and functional owner for industry based Supply Chain Management solutions for the last two years at *i2*.
- Information Systems knowledge in database management, web based technologies, internal and external systems integration.
- Extensive Product Management and development interaction on software development.

### **1991 – 1992: Assistant Materials Manager, Eicher Tractors Ltd., India**

- Managed procurement and materials management of key group of items for tractor engine manufacturing plant.
- Responsible for cost cutting and other improvement measures in the area of materials management over a period of six months.



## **1988 – 1989: Development Consultants Ltd., India**

- Engineering consulting on power plants and steel mills.
- Responsible for multiple projects including project delivery, building specifications and project related contracts.

## **Publications**

### **Peer-Reviewed Journal Publications**

- Cook, L. S., Heiser, D. R., and Sengupta, K., “The Effect of Supply Chain Role on Strategy and Performance: An Empirical Analysis”, *International Journal of Physical Distribution and Logistics Management*, Accepted for publication, 2010.
- Neelankavil, J. and Sengupta, K., “Human Resources Roles – Ideal versus Practiced: A Cross-Country Comparison among Organizations in Asia”, *International Journal of Human Resources Management*, Accepted for publication, 2010.
- Sengupta, K., “An Analysis of Industry Expectations and Teaching of Quality Management Courses”, *California Journal of Operations Management*, February 2008.
- Sengupta, K. and Hegde, V., “Forecast Process Structure as a Key Driver for Determining Collaboration Requirements”, *Journal of Academy of Business and Economics*, Vol. VII, No. 2, 2007, pp. 161-170.
- Lenaghan, J. and Sengupta, K., "Role Conflict, Role Balance and Affect: A Model of Well-being of the Working Student", *Journal of Behavioral and Applied Management*, Vol. 9, No. 1, September, 2007, pp. 88-109.
- Sengupta, K., Heiser, D. R., and Cook, L. S., “Manufacturing and Service Supply Chain Performance: A Comparative Analysis”, *Journal of Supply Chain Management*, Vol. 42, No. 4, November, 2006, pp. 5-16.

- Buda, R., Sengupta, K. and Elsayed-Elkhouly, S., “Perspectives on service quality by employees and organizations: A cross-cultural study in Kuwait, United States and Egypt”, *International Journal of Management*, Vol. 23, No. 3, September, 2006, pp. 430-435.
- Sengupta, K. and Jacobs, F. R., “Impact of Work Teams: A Comparison Study of Assembly Cells and Assembly Lines for a Variety of Operating Environments”, *International Journal of Production Research*, Volume 42, No. 19, October 2004, pp. 4173-4193.
- Blocher, J. D., Chand, S. and Sengupta, K., “The Changeover Scheduling Problem With Changeover Time and Cost Considerations: Analytical Results and a Forward Algorithm”, *Operations Research*, 1999, Vol. 47, No. 4.

### **Peer-Reviewed Pedagogical Instructional Materials**

- Instructor’s Manual and PowerPoint Teaching Slides, *Designing and Managing the Supply Chain: Concepts, Strategies and Case Studies*. McGraw Hill. 3<sup>rd</sup> Ed., 2008.
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### **Peer-Reviewed Conference Proceedings**

- Sengupta, K. and Hegde, V., “Forecast Process Structure as a Key Driver for Determining Collaboration Requirements”, *Proceedings of the 38<sup>th</sup> Annual Decision Sciences Institute Meeting*, Phoenix, November 2007.
- Sengupta, K., “Product Configurator Management for Effective Business Processes”, *Proceedings of the 8<sup>th</sup> International Conference on Operations and Quantitative Management*, Bangkok, October 2007.
- Sengupta, K., "A Supply Chain Position Based Analysis of the Strategy performance Linkage in Organizations”, *Proceedings of the 8<sup>th</sup> International Business Information Management Conference*, Dublin, Ireland, June, 2007.

- Sengupta, K., and Buda, R., “Measurement of Service Quality: A Perspective from the Internal Employee and Organization Standpoint”, *Proceedings of the Northeast Decision Sciences Regional Meeting*, Philadelphia, March 2005.
- Sengupta, K., and Jacobs, F. R., “A Comparison of Cells and Assembly Lines for Manufacturing a Mix of Standard and Custom Products”, *Proceedings of the Annual Meeting of the Decision Sciences Institute*, Orlando, November 1996.
- Sengupta K., Ruben P. A. and Patterson J. H., “The development and implementation of integrative business cases in the undergraduate program at Indiana University, Bloomington”, *Proceedings of the Annual Meeting of the Decision Sciences Institute*, Orlando, November 1996.
- Sengupta, K., Aase, G., and Jacobs, F. R., “Long Cycle Time Assembly at Volvo”, *Proceedings of the Midwest Decision Sciences Institute*, South Bend, May 1996.
- Sengupta, K., Mabert V. A. and Campbell, G., “Cyclical Scheduling for Cyclical demand Patterns”, *Proceedings of the Annual Meeting of the Decision Sciences Institute*, Hawaii, November 1994.

### **Research in Progress/Under Review**

- Sengupta, K. and Hegde, V., “The Forecast-Collaboration Link as a Framework for Identifying Collaboration Characteristics: Insights from six case studies”, Under review at *International Journal of Production Economics*.
- Cook, L. S., Sengupta, K. and Heiser, D. R., “Quality Management Trends and Opportunities: Gaps and Expectations between Teaching and Practice”, Under review at *Quality Management Journal*.
- Sengupta K., Comer, D., Lenaghan, J., “Personality Traits for Online Business Courses

Students – Is there a Quantitative vs. Qualitative Divide? ”, Work in progress paper.

- Sengupta K., Comer, D., Lenaghan, J., “Scale for Choosing Appropriate Students in Online Business Courses”, Work in progress paper.
- Licuanan, V.S., Neelankavil, J.P. and Sengupta K., “Entrepreneurship and Innovation Initiatives among Asian Multinationals”, Working draft to be submitted for review to *Entrepreneurship Theory and Practice*.

## **Presentations**

### **Conference Presentations**

- “Forecasting Requirements and Their Effects on Supply Chain Collaboration Structures: Insights from Six Case Studies”, Presented at the Indian Subcontinent Decision Sciences Institute Meeting, IIT Bombay, January 2009.
- “Teaching Strategies for Online Operations Management Courses”, Workshop presentation at the Indian Subcontinent Decision Sciences Institute Meeting, IIT Bombay, January 2009.
- “An Analysis of Industry Expectations and Our Teaching of Quality Management Courses”, Presented at the Northeast Decision Sciences Institute Meeting, New York, April 2008.
- “Forecast Process Structure as a Key Driver for Determining Collaboration Requirements”, Presented at the Annual Decision Sciences Institute Meeting, Phoenix, November, 2007, with Vishwanath Hegde (California State University, East Bay).

- “Operational Challenges of Product Configurators: A Field Study”, Presented at the Annual Production and Operations Management Society Meeting (POMS), Dallas, April, 2007, with Vishwanath Hegde (California State University, East Bay).
- “Operational Challenges of Product Configurators: A Field Study”, Presented at the Annual Decision Sciences Institute Meeting, San Antonio, November, 2006, with Vishwanath Hegde (California State University, East Bay).
- “Forms of Supply Chain Collaboration and their Antecedents”, Presented at the Annual Production and Operations Management Society Meeting (POMS), Boston, April, 2006, with Vishwanath Hegde (California State University, East Bay).
- “The Relationships Between Demand Management and Supply Chain Integration Strategies”, Presented at the Annual Decision Sciences Institute Meeting, San Francisco, November, 2005, with Vishwanath Hegde (California State University, East Bay).
- “Process Focused Approaches to Demand Chain Network Design”, Presented at the Annual Production and Operations Management Society (POMS) Meeting, Chicago, April, 2005, with Vishwanath Hegde (California State University, East Bay).
- “Measurement of Service Quality: A Perspective from the Internal Employee and Organization Standpoint”, Presentation at the Northeast Decision Sciences Regional Meeting, Philadelphia, March, 2005, with Richard Buda (Hofstra University).
- Sengupta K. and Heiser D.R., “Supply Chain Strategies and Factors: A Cross-Industry Exploratory Study”, Presentation at Annual Decision Sciences Institute meeting, Boston, November, 2004.
- Sengupta K. and Krishnadas C.K., “Risk and Return Comparisons of Inventory Safety Stock and Financial Investment Portfolio”, Presentation at Annual Decision Sciences Institute meeting, Boston, November, 2004.

- Sengupta K. and Heiser D.R. “Supply chain practices and issues: A cross-industry study”, Presented at the Annual Decision Sciences Institute meeting, Washington D.C., November 2003.
- Sengupta K., “Perspectives on SCM research”, Invited session presentation at Annual Decision Sciences Institute meeting, San Diego, November, 2002.
- Sengupta K., “Supply chain implementations using industry templates”, Presented at Annual Decision Sciences Institute meeting, San Diego, November, 2002.
- Sengupta K. and Jacobs F. R. “A Comparison of Cells and Assembly Lines for Manufacturing a Mix of Standard and Custom Products”, Annual Meeting of the Decision Sciences Institute, Orlando, November 1996.
- Sengupta K., Ruben R. A. and Patterson J. H. “The development and implementation of integrative business cases in the undergraduate program at Indiana University, Bloomington”, Annual Meeting of the Decision Sciences Institute, Orlando, November 1996.
- Sengupta K., Aase G. and Jacobs F. R. “Long Cycle Time Assembly at Volvo”, Annual Meeting of the Midwest Decision Sciences Institute, South Bend, May 1996.
- Sengupta K., and Jacobs, F. R., “A comparison of cells and assembly lines for manufacturing a mix of standard and custom products”, Annual Production and Operations Management Society meeting, Indianapolis, March 1996.
- Sengupta K., & V. A. Mabert “Cyclical Scheduling for Cyclical Demand Patterns”, Annual Meeting of the Decision Sciences Institute, Honolulu, November 1994
- Petersen C. G., K. Sengupta & J. D. Blocher, “A Heuristic for Customer Order

Scheduling”, TIMS/ORSA Annual Meeting, Detroit, November 1994.

- Sengupta K., V. A. Mabert & G. Campbell “Cyclical Scheduling for Alternative Deterministic Demand Patterns”, TIMS/ORSA Annual Meeting, Boston, April 1994.

## **Honors and Awards**

- Faculty Inductee, Beta Sigma Gamma Honor Society, Hofstra University Chapter, April 2010.
- Best Paper Award, Second Place Winner, “Forecasting Requirements and Their Effects on Supply Chain Collaboration Structures: Insights from Six Case Studies”, Indian Subcontinent Decision Sciences Institute Meeting, IIT Bombay, January 2009.
- Winner, David J. Levine Best Paper in Education, “An Analysis of Industry Expectations and Our Teaching of Quality Management Courses”, Northeast Decision Sciences Institute Meeting, New York, April 2008.
- Summer Research Grants, Hofstra University, 2010, 2008, 2006, 2004, 2003.
- Finalist, Unisys National Case Award Competition, Annual Decision Sciences Institute Meeting, San Diego, November 1997.
- Outstanding Associate Instructor Award for teaching in Operations Management, an annual competitive teaching recognition awarded by the Kelley School of Business, Indiana University, 1994-1995.

## **Media and Speaking Events**

- Media Events on Taaza Channel and Interactive Sessions at Rotary Sadan, Kolkata, Summer 2010.
- Multiple Interviews in News Media including Associated Press, Newsday, Business Week, FoxNews, Bloomberg Radio, WRHU Hofstra Radio.
- Supply Chains in a Merger: Lessons from Whirlpool’s Big Buy, Appeared on BusinessWeek Online Analysis Video, October 21<sup>st</sup>, 2008.

<http://www.businessweek.com/mediacenter/video/managing/69220a7309f55c51c7e0450bb4fc872be8cbdac7.html>

- Auto Industry Supply Chain and Challenges, Appeared on Bloomberg Radio Network's syndicated program, "The Final Word" (October 27<sup>th</sup>, 2008).
- Auto Industry Bailout Issues, Appeared on Fox Business TV network's morning business program, "Money for Breakfast" (December 10<sup>th</sup>, 2008).
- Management Challenge Seminar, "Managerial Challenges in the Global Supply Chain & Critical Skills for Graduating MBAs", Jaipuria Institute of Management, Lucknow, India, January 7<sup>th</sup>, 2009.  
<http://www.dailypioneer.com/148409/Links-vital-for-firms-Expert.html>
- Seminar on Global Meltdown and Effects on Supply Chains, Presented at G.D. Birla College of Commerce, Kolkata, January 2009.  
[http://www.telegraphindia.com/1090129/jsp/careergraph/story\\_10451120.jsp](http://www.telegraphindia.com/1090129/jsp/careergraph/story_10451120.jsp)
- Multiple student-faculty sessions at Indian Institutes of Management, Calcutta and Lucknow, 2005-2010.

## **Professional Services**

### **For Hofstra University**

- Acting Chair, Department of Management, Entrepreneurship and General Business, Frank Zarb School of Business, Hofstra University, Fall 2009, January 2007, Summer 2007
- Zarb School Student Outcomes Assessment Coordinator, 2009 – present
- Member, Strategic Planning Subcommittee for Mission and Strategic Objectives, 2007 – present
- Chair, Member and Zarb School Representative, University Senate Library Subcommittee, 2006 – present
- Chair and Member, Graduate Assurance of Learning Assessment Committee, 2006 – 2009
- Member, Assurance of Learning Oversight Committee, 2006 – 2009



- Member, Curriculum and Standards Committee, 2005 – 2009
- Member of the SAP University Alliance proposal team, Fall 2005 – Fall 2006
- Invited Faculty Speaker, Commerce Bank Camp Business, Conducted at Hofstra University, August 6<sup>th</sup> – 16<sup>th</sup>, 2007
- Faculty participant, High School University Seminar Series, Lecture delivered at Garden City High School, Garden City, NY. Topic of discussion: “Outsourcing - Why are we Dependent on it? Its Myths and Realities”, March 6<sup>th</sup>, 2007.

### **For Academic Societies, Conferences and Journals**

- Proceedings Editor and Program Committee Member, Annual Decision Sciences Institute Meeting, Boston, November 2011.
- Member, Board of Directors, Northeast Decision Sciences Institute, 2009 – 2011.
- Guest Editor for Special Issue on Managerial Issues in Mass Customization, *International Journal of Mass Customization*, Interdecision Sciences, 2010 – 2011. (With Drs. Barry Berman and Shawn Thelen, Hofstra University, USA)
- Track Chair, Service Management Track, Northeast Decision Sciences Institute Annual Conference, Montreal, 2011.
- Track Chair, Health Services Management Track, Northeast Decision Sciences Institute Annual Conference, Washington D.C., 2010
- Vice President-at-Large, Indian Subcontinent Region of the Decision Sciences Institute, 2009 – 2011.
- Track Chair, Product Innovation and Technology Management Track, Annual Production and Operations Management Society (POMS) Meeting, Orlando, May, 2009.
- Member, Strategic Planning Committee, Decision Sciences Institute, 2008 – 2010.
- Member, Programs and Meetings Committee, Decision Sciences Institute, 2006 – 2008.
- Paper Reviewer, *Multiple Operations Management Journals and Academic Conferences*.
- Invited Faculty Speaker: New York University Stern School of Business; IIM, Calcutta; IIM, Lucknow; Jaipuria Institute of Management, Lucknow; G. D. Birla Institute of Commerce, Kolkata
- Member, Alpha Iota Delta Liaison Committee, Decision Sciences Institute, 2000 – 2002

- Founder Member and Member of the Executive Board, Center of Excellence in Education (CEE) Forum, School of Education, Indiana University, 1995 – 1996

## **Professional Affiliations**

- Production and Operations Management Society (POMS)
- Decision Sciences Institute (DSI)
- Institute for Operations Research and the Management Sciences (INFORMS)
- Institute of Supply Management (ISM)

