



# Cornell SC Johnson College of Business

## **Resume: LOUIS JOSEPH (Joe) THOMAS**

**Present Position:** Interim Dean, Cornell SC Johnson College of Business  
Anne and Elmer Lindseth Dean and Professor of Operations Management Emeritus  
Samuel Curtis Johnson Graduate School of Management, Cornell University

**Home Address:**  
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Ithaca, New York 14853-6201  
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**Personal Data:**  
Married: Two children

**Education:**  
Carnegie-Mellon University, B.S., 1964, Chemical Engineering  
Yale University, Ph.D., 1968, Operations Research

**Academic Experience:**  
**Cornell SC Johnson College of Business, Cornell University:**  
Interim Dean, 2018 – present

**Johnson Graduate School of Management, Cornell University:**  
Assistant Professor of Production and Quantitative Analysis, 1967 – 1972  
Associate Professor, 1972 – 1977  
Professor, 1977 – present  
Nicholas H. Noyes Professor of Manufacturing, 1985 – 2007  
Anne and Elmer Lindseth Dean, 2007- 2012 (Emeritus, 2012 – present)

Visiting Associate Professor, Graduate School of Business, Stanford University, 1973  
Visiting Professor, Universite Catholique de Louvain, Belgium, 1979, 1982, 1989, and 1995  
Visiting Professor, GSBA Zurich, 1992 and 1995

**Other Administrative Duties:**  
Associate Dean for Academic Affairs, Johnson School, 1996 – 1997, 2002 – 2007 and 2013 – 2015  
Director of the Cornell Executive Development Program, 1979 – 2000  
Director of Executive Education Programs, 1979 – 1991  
Director of the Johnson Graduate School of Management Doctoral Program, 1976 – 1979  
Co-director of "Managing the Next Generation of Manufacturing Technology" sponsored by the  
College of Engineering and the Johnson Graduate School of Management, 1984 – 2000

**Selected School and University Service Duties:**

1. Member, Graduate Field of Operations Research and Industrial Engineering, 1985 – 1998
2. Business Advisory Committee of the Cornell Council, 1988 – 1990
3. Research Advisory Board, Program in Employment and Work Systems, 1990 – 1999
4. Participant, Center for the Manufacturing Enterprise, 1993 – 2002
5. Member, University Strategic Planning Committee, 1994 – 1995
6. Chair, Teaching Committee, JGSM, 1993 – 1994, Member 1993 – 1996
7. Chair, Admissions/Career Services Committee, 1994 – 1995
8. Member, Cornell University Outreach Council, 1995 – 1999

9. Johnson School EMBA Committee, 1998 – 2001
10. Cornell University Academic Leadership Series, Chair, 1994 – 2001
11. Cornell Financial Policies Committee, 2000 – 2003 (Co-chair, 2001 – 2002)
12. IT Workforce Planning Committee, Cornell University, 2002 – 2003
13. Administrative Streamlining for Cornell University, steering committee, 2010 – present
14. Procurement for Cornell University, one of two faculty sponsors, 2010 – present

### **Courses Taught:**

1. Operation Management – first year master's course (Cornell, Stanford and GSBA, Zurich)
2. Problems and Techniques in Production Management – 2<sup>nd</sup> year elective (Cornell & UCL)
3. Statistics for Management – first year master's course (MBA and EMBA)
4. Management Science in Marketing – second year elective
5. Cases in Production and Operations Management – second year elective
6. Research Methods in Operations Management – Ph.D. course
7. Logistics and Manufacturing Strategy – second year MBA elective
8. Field Studies in Manufacturing
9. Total Quality Management – second year elective
10. Integrating Marketing, Product Design and Manufacturing – second year elective
11. Product Design Practicum – second year elective
12. Supply Chain Management – EMBA and MBA
13. Two-week short course on mathematics for management, for incoming MBAs

### **Teaching Awards:**

First year winner of award in Cornell's JGSM for Outstanding Teaching, 1974  
 Russell Teaching Award from the five-year alumni class, 1995 and 2000  
 Nominated for several other teaching awards in multiple programs

### **Research and other awards:**

Exxon award for research in applying information technology to business education, 1985  
 Mobil Research Award, 1989  
 Whitcomb Fellow, 1994-95  
 Nominated for the M&SOM Service to the Field Award, 2002  
 Fellow of the Production and Operation management Society, 2009

### **Selected Business, Consulting, Non-profit and Executive Education Experience:**

1. Franziska Racker Centers: Investment Committee, 2013 – 2016; Board of Directors, 2015 – present; Treasurer, 2018 – present
2. Food Bank of the Southern Tier: Board of Directors, 2015 – present; Executive Committee, 2018 – present
3. ITHACO: Board of Directors (Ithaco was an engineering and manufacturing firm in New York State), 1985 – 1996. Directors managed the sale of the company in 1996.
4. Liberte: dairy products firm in Montreal, Board of Directors, 1985 – 1994
5. Duke, Fuqua School Executive Programs: Managing Operations and Technology, 1985 – 1994
6. Boeing Computer Services: analyze Discrete Manufacturing Industries and BCS' potential role in those markets, 1987. Present seminars to sales force, 1987.
7. Bethlehem Steel: participate in Manufacturing Seminar, 1987 – 88
8. Lovanium Institute of Management, Belgium: seminars on global manufacturing 1989 – 90
9. ALCOA: senior mgt. program "How to Use Technology Strategically, in ALCOA," 1989
10. Hershey Chocolate: Senior Management Program on Manufacturing Strategy, 1990
11. McDonald's Corporation: Executive Program on "Reengineering," 1994, 1995
12. Rhone-Poulenc-Rorer: Consultant on Manufacturing Strategy, 1995 – 1996
13. Hoffmann-LaRoche: Consultant on Manufacturing Strategy, 1996

14. GTE: executive education in forecasting and risk analysis, 1978 – 1998
15. Philips Electronics: consultant on Productivity and Manufacturing Strategy, 1998 – 2000
16. Accenture: Design and deliver executive education in supply chain and manufacturing management and participate in supply-chain discussions, 1999 – 2003
17. Osram: Visit sites in North America and Europe, present supply chain and manufacturing seminars, 1999 – 2007
18. CECP: Committee Encouraging Corporate Philanthropy, Advisory Board, 2011 - 2012 (A network of corporate CEOs, founded by Paul Newman.)

**Professional Societies and Selected Activities:**

1. INFORMS, formed by combining the two next societies in this list, 1997 (1967) – present
2. The Institute of Management Science (Departmental Editor, *Management Science*, 1987 – 1993)
3. The Operations Research Society of America (Have refereed for *Operations Research*, and Editorial Board for Special POM Issue, 1992)
4. Production and Operations Management Society (board member, 1998 – 2001; referee); elected as a Fellow of POMS in 2009
5. Editorial Board, *Journal of Manufacturing and Operations Management*, 1988 – 1993
6. Editorial Advisory Board, *Production and Operations Management*, 1990 – 2008
7. Member of joint ORSA/TIMS committee to evaluate journals in manufacturing, 1990
8. Board Member, UNICON (University Consortium for Executive Education), 1989 – 1995  
Director of 1989 International Conference, March, 1989. Chair of the Consortium, 1992 – 93
9. Editorial Board, *Technology and Operations Review*, 1994 – 1999
10. Editorial Board, *International Journal of Production Economics*, 1993 – 1996
11. Editorial Board, *Manufacturing and Service Operations Management (MSOM)*, 1996 – 2003
12. Editorial Board, *Achieving Supply Chain Excellence Through Technology*, 2001 – 2003
13. Chair of “Wick Skinner Early Career Award” Committee, POMS, 2002
14. Senior Editor, *Production and Operations Management Behavioral Operations*, 2007 – 2012

**Publications:**

**Contributions to Books:**

1. *Matrix Algebra for Business and Economics*, John Wiley, 1970, by S. Searle and W. Hausman (Chapter on Linear Programming and other contributions).
2. Several articles have been reprinted in books of readings.

**Books:**

1. *Algebra and Calculus for Business*, with T. Dyckman, Prentice-Hall, 1974.
2. *Introduction to Statistics for Business and Economics*, with T. Dyckman, Prentice-Hall, 1977.
3. *Cases in Operations Management: Using the XCELL Factory Modeling System*, Scientific Press, Palo Alto, 1989, with D. Edwards and J. McClain.
4. *Operations Management: Production of Goods and Services*, with J. McClain and J. Mazzola, Prentice-Hall, 1992, Third Edition. Chinese Language Version. Prentice-Hall and Chinese People’s University Press, 2001, translated by Weiwei Huang.

**Articles:**

1. "Price-Production Decisions with Deterministic Demand," *Management Science: Theory*, July, 1970.
2. "Linear Programming Models for Production-Advertising Decisions," *Management Science: Application*, April, 1971.
3. "Inventory Control with Probabilistic Demand and Periodic Withdrawals," *Management Science: Theory*, January, 1972 (with W. Hausman).
4. "Ruin Considerations and Debt Issuance," *The Journal of Financial and Quantitative Analysis*, January, 1972 (with H. Bierman).
5. "Operational Inventory Control with Stochastic, Seasonal Demand," *INFOR* (The Journal of the Canadian Operations Research Society), February, 1972 (with R. Peterson).
6. "Response-Variance Tradeoffs in Forecasting Models," *Operations Research*, March/April, 1973 (with J. McClain).
7. "Airline Overbooking Strategies and Bumping Procedures," Fall, 1973, *Public Policy* (with H. Bierman).
8. "Dynamic Models of Promotional Campaigns," September, 1973, *The Operational Research Quarterly* (with V. Rao).
9. "A Note on Mergers and Risk," Fall, 1974, *Anti-Trust Bulletin* (with H. Bierman).
10. "Price-Production Decisions with Random Demand," May/June, 1974, *Operations Research*.
11. "Ruin Considerations: Optimal Working Capital and Capital Structure," January, 1975, *JFQA* (with H. Bierman and K. Chopra).
12. "Bayesian Models for New Product Pricing," *Decision Sciences*, January, 1975 (with P. Chhabria).
13. "Dynamic Models of Bond Refunding," *Decision Sciences*, October, 1975 (with T. Dyckman and R. Magee).
14. "ROTC Service Commitments," *Public Choice*, Fall, 1975 (with H. Bierman).
15. "Inventory Decisions under Inflationary Conditions," *Decision Sciences*, January, 1977 (with H. Bierman).
16. "What Do Business Schools Teach?" *THE MBA*, April, 1975 (with H. Bierman).
17. "Horizon Effects in Aggregate Production Planning," March, 1977, *Management Science* (with J. McClain).
18. "Lot Sizing and Sequencing for N Products on One Facility," *Management Science*, June, 1977 (with C. Delporte).
19. "Are Multi-Echelon Inventory Systems Worth Implementing in Systems With Low Demand-Rate Items?" *Management Science*, April, 1980 (with J. Muckstadt).
20. "The Interaction of Lead-Time Determination, Lot-Size Decisions and Capacity Planning in MRP Systems-Mathematical Programming Formulations," *AIDS Proceedings*, 1979 (with P. Billington and J. McClain).

21. "Cost Comparisons of Alternative Methods for Managing Multi-Level Inventory Systems: A Case Study," *Journal of Applied Economics*, Leuven, Belgium, 1980 (with J. Muckstadt).
22. "Material Requirements Planning - A Better Way to Control Production," *Annals of Economic Science*, Louvain, Belgium, 1980 (with C. Delporte).
23. "A Note on Mathematical Programming Models for Multi-Stage Lot-Sizing," *Management Science*, May, 1982 (with W. Maxwell et al).
24. "Mathematical Programming Approaches to Capacity-Constrained MRP Systems: Review, Formulations and Problem Reduction," (with P. Billington and J. McClain), *Management Science*, October, 1983.
25. "Get More Return from Distribution Inventory Dollars," in *Productivity and Efficiency in Distribution Systems*, edited by D. Gautschi, Elsevier Science Publishing, New York, 1983 (with J. Muckstadt).
26. "A Modeling Framework for Planning and Control of Production in Discrete Parts Manufacturing and Assembly Systems," *Interfaces*, December, 1983 (with W. Maxwell, J. Muckstadt, and J. VanderEecken).
27. "Network Programming Models for Production Scheduling in Multi-Stage, Multi-Item Capacitated Systems," *Management Science*, March, 1984 (with A. Zahorik and W. Trigeiro).
28. "Incorporating Marketing Considerations in Capacity Planning and Production Scheduling," *Annales de Sciences Economiques Appliquees*, Belgium, Vol. 39, No. 1, 1983. (Also available as a Cornell Working Paper.)
29. "Comment on 'Aggregate Safety Stock Levels and Component Part Commonality'," with J. McClain et al, *Management Science*, June, 1984.
30. "Management of Operations and Productivity: Some Lessons From the Japanese Example," *Annales de Sciences Economiques Appliquees*, Belgium, Vol. 39, No. 1, 1983 (with C. Delporte).
31. "Four Questions (and Answers) About Productivity," *CGSM Enterprise*, Fall, 1984.
32. Book Review of "Review of *Restoring Our Competitive Edge: Competing Through Manufacturing*, by Hayes and Wheelwright," *Administrative Science Quarterly*, 1985.
33. "Models for Planning and Controlling Inventories in Multi-Stage Production and Distribution Systems for Discrete Parts," in *Computer-Based Factory Automation*, Conference Proceedings, NSF, 1984 (with W. Maxwell and J. Muckstadt).
34. "An Integrative Approach for Production Scheduling and Capacity Determination," in *Production Management: Methods and Applications*, B. Lev, ed., North-Holland (TIMS Series), 1986, (with E. Weiss).
35. "Heuristics for Multi-Level Lot-Sizing with a Bottleneck," *Management Science*, August, 1986, (with P. Billington and J. McClain).
36. "Lessons from Japan-Manufacturing Methods," *Cornell Engineering Quarterly*, 1986.
37. "Learning How It's Made in Japan," *Cornell Enterprise*, 1987. (Modified from #36.)
38. "The Role of Work-in-Process Inventory in Serial Production Systems," *Operations Research*, March-April, 1988 (with R. Conway, J. McClain and W. Maxwell).

39. "Capacitated Lot-Sizing with Setup Times," *Management Science*, March, 1989 (with W. Trigeiro and J. McClain).
40. "Efficient Solutions To a Linear Programming Model for Production Scheduling with Capacity Constraints and No Initial Stock," *Transactions of the I.I.E.*, Vol. 21, No. 2, 1989 (with J. McClain and E. Weiss).
41. "The Good, The Bad and The Ugly: Quality on an Assembly Line," *International Journal of Production Research*, Vol. 28, No 5, 1990 (with L. Robinson and J. McClain).
42. "The Use of Dynamic (State-Dependent) Assembly-Line Balancing To Improve Throughput," *Journal of Manufacturing and Operations Management*, Vol. 3, No. 2, 1991 (with J. Ostolaza and J. McClain).
43. "Using False Alarms to Improve Forecast Accuracy," *European Journal of Operational Research*, Vol. 55, No. 2, November 1991 (with John McClain).
44. "On-the-Fly Line Balancing with Very Little WIP," *International Journal of Production Economics (JMOM section)*, October, 1992, with C. Sox and J. McClain.
45. "Stockless and Fast Production: Review and Research Agenda," in *Perspectives in Operations Management* in Honor of Elwood Buffa, R. Sarin ed., Kluwer Academic Publishers, 1993.
46. "An Overview of Production Planning," (with J. McClain) in *Handbook in Operations Research* Vol. 4, S. Graves, A. Rinnooy Kan, and P. Zipkin, eds., North-Holland, Amsterdam, 1993.
47. "Stochastic Modeling and Simulation of Work Group Performance in Lean Manufacturing Systems: The Role of Personality," MSOM Proceedings, Dartmouth, 1996, with Boudreau, D. Juran, J. McClain, and K. Schultz.
48. "Work Group Performance in Lean Manufacturing Systems: Which WIP Worries Workers?" Decision Science Institute, 1996, National Conference Proceedings, with Boudreau, D. Juran, J. McClain and K. Schultz.
49. "Self-buffering, Self-balancing, Self-flushing Production Lines," with E. Zavadlav and J. McClain, *Management Science*, August, 1996.
50. "Coordinating Production and Inventory to Improve Service," with C. Sox and J. McClain, *Management Science*, September, 1997.
51. "Modeling and Worker Motivation in JIT Production Systems," *Management Science*, December, 1998, with K. Schultz, J. Boudreau, D. Juran, and J. McClain.
52. "Lotsizing and Scheduling on Continuous Parallel Machines with Sequence-Dependent Setup Costs," *Management Science*, February, 1999, with S. Kang and K. Malik.
53. "Management of Worksharing Zones," *Manufacturing and Services Operations Management*, Vol. 2, No. 1 (2000), with J. McClain and K. Schultz.
54. "What Has Not Changed in Supply Chains Because of 'e-biz?'" with Bradley, Thomas and Suwinski, in *ASCET/Achieving Supply Chain Excellence Through Technology*, edited by Barry Jacobs, Montgomery Research, 2001.
55. "Consequences of Order Crossover in Inventory Replenishment Systems," with Bradley and Robinson, *Manufacturing and Services Operations Management*, 2001, 3(4).
56. "Overcoming the Dark Side of Worker Flexibility," with Schultz and McClain, *Journal of Operations Management*, 21(1), 2003, pages 81-92.

57. “On the Interface between Operations and Human Resources Management,” with Boudreau, Hopp and McClain, *Manufacturing and Services Operations Management*, 2003, 5(3), pages 179-202
58. “The Use of Framing in Inventory Decisions,” with Schultz, Robinson, Schultz, and McClain, *Production and Operations Management*, 2018, Vol. 27, No. 1.

**Selected Cases:**

1. Osram: Competing in the Asia Lighting Industry, revised, 2014
2. Chris Tull Glass Company, 2001
3. Lehman Brothers Operations, 2000 (with Stewart Whitman)
4. HCEC, 2000
5. European Metals, 2000
6. All Sports Distribution Company, 1990
7. New Look Cosmetics, 1990
8. Wilson Contract Manufacturing, 2000
9. Orange Products Company, 1989

**Selected Research Presentations:**

1. UCLA Invited Conference, 1992
2. Northwestern University, Dept. of Industrial Engineering (joint with Kellogg), 1992
3. Wharton School, University of Pennsylvania, 1992
4. University of Michigan, joint Engineering/Business Research Seminar, 1993
5. NYU, Stern School, 1993
6. Cornell, ORIE Ph.D. Seminar, 4 times since 1990
7. CMU, GSIA, 1993
8. ORSA/TIMS. Chicago, 1993
9. University of Chicago, 1993
10. University of Rochester, 1993
11. ORSA/TIMS, Detroit, 1994
12. Vanderbilt, 1995
13. Georgia Tech, IE, 1995
14. POMS, 1996
15. INFORMS, Washington, 1996
16. MSOM, Dartmouth, 1996
17. INFORMS, Atlanta, 1996
18. AACSB, LA, 1996
19. Northwestern, Kellogg School, 1997
20. Marshall School, USC, 1998
21. Kenan-Flagler School, University of North Carolina, 1998
22. INFORMS, Philadelphia, 1999
23. Tulane University, 1999
24. Cornell, College of Engineering, 1999
25. INFORMS, 2000 and 2001
26. POMS, 2001 and 2002
27. INFORMS, 2003
28. Biannual Beta Conference, Eindhoven – keynote speaker, September 2004
29. Penn State, November 2005
30. Keynote speaker at the conference on “Behavioral Research in Supply Chain and Operations Management,” June 2006
31. IBM Watson Research Laboratory, September 2006