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Festus O. Olorunniwo, Ph.D.

(U.S. Citizen)

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EDUCATION

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

EXECUTIVE SUMMARY

Higher education leader at an AACSB accredited institution with long time experience as a department chair or center director in business and engineering schools, a proven record of establishing corporate partnerships for academic program support, and a fundraiser with operations and supply chain management expertise. Extensive experience in academic programs initiation and growth, a solid researcher with scores of publications in reputable international journals and proceedings, and prior consulting experience assisting companies solve real life business and engineering problems.

Summary of Experience and Qualifications

- Overall Leadership
- Academics: Program Development and Intellectual Contributions
- Student Recruitment and Development
- Engagement Activities, Corporate Partnerships and Corporate Development

Overall Leadership

- Over twenty years of experience as department chair or a center director in three universities across two continents. Led faculty teams in the development and achievement of Department, College and University goals by balancing the needs of various stakeholders that include students, faculty, staff, and the business communities.
- Practice and maintain an approachable team-oriented participative management style with an open door policy.

- Have vast experience in leading efforts and initiatives in curriculum development, accreditation issues, enrollment management, budget issues, fund raising and strategic planning.
- Proven record of developing and growing quality academic programs as well as recruiting quality faculty and staff to manage these.
- Led the Tennessee State Senate Budget and Finance Committee in recommending review of University Policy to increase the proportion of the university budget allocated to instruction. Also, recommended increase in travel budget for TSU faculty to attend conferences and present research work.
- Served on Tennessee State University committee that reviewed the remuneration for faculty promotion from fixed dollar amount to 7 and 10 percent for promotion from Assistant to Associate and Associate to Full professor, respectively.
- Was on the pioneering team of Tennessee State University Strategic Planning Council that provide design and implementation of the ongoing strategic initiatives.

Academics: Program Development and Intellectual Contributions

- Have published more than 100 articles in refereed journals and conference proceedings in the area of my discipline.
- Received honors and awards of ‘best’ or ‘excellence’ in research papers while at Tennessee State University and University of Tennessee at Martin.
- Successfully obtained research and other types of grants from corporations such as Goodyear, Boeing, ERMCO, Leland Powell Fasteners, Tennessee State University, University of Tennessee at Martin, etc.
- As Chair of Department, lead faculty in establishing and growing new academic programs. Examples are: At Tennessee State University- Supply Chain Management, Human Resource Management and Hospitality Management; At University of Ibadan: B.S., M.S. and Ph.D. Programs in Industrial and Production Engineering.
- As one of the pioneering faculty in the implementation of online learning programs, I designed the first online course in the Department through RODP/WebCT, and encourage Department faculty to develop online courses to provide flexible access to all students.
- Experienced with accreditation process at two universities in Tennessee, having led my department through two successful AACSB accreditation bids. Also was chair of an AACSB college committee for University of Tennessee at Martin, College of Business.

Student Recruitment and Development

- Spearheaded efforts that led to enrollment growth in the Department of Business Administration from 545 to about 800 (over 45%) between 1998 (when I became Chair) and 2007.
- Established a new programs in Human Resource Management and Hospitality Management are expected to reach 50 and 30 at the end of 2012-2013 year. Targets are 100 and 120 respectively, in 4 years.
- As Chair of Department (199-2015), established the Supply Chain Management (SCM) program. Since its inception in 2005/6 till 2015, there have been: 87 – scholarships awarded to SCM students, 96 – total sponsored internship placements for SCM students, 68-80% - full-time job placement rate for SCM students.
- Led the TSU-COB initiative to attract AAS students from community colleges in Middle Tennessee. Held meetings with relevant divisions in Nashville State and Volunteer State Community Colleges on this issue.
- Recruited an Executive-on-Loan from Holliday Inn to spearhead the efforts to recruit high school students into the Hospitality Management program. He visited at least one high school per week during the fall 2012 semester.
- Was a participating member of the Metro Nashville High School Academies in about six high schools. The goal is to attract students to TSU.

Engagement Activities, Corporate Partnerships and Fund Raising

- Established the Governing Board for Supply Chain Management. The Board, which consists of from 8-10 fortune 500 companies and 2-4 small companies, steers the strategic plan of the Supply Chain Management program, have contributed over one million dollars to the program since 2006, and offered scores of internships and jobs to graduating students in supply Chain Management.
- Organized, in collaboration with the TSU-SCM Governing Board, two National Supply Chain Summits in 2010 and 2012.
- Twice, I was a United Nations Development Consultant to a developing country.
- Once, I was a Senior Fulbright Specialist sent to a West African Country to assist a university.
- I have provided my professional consulting services to at least sixteen entities (state and industry) in the past 20 years.
- Through partnerships with corporations, I have helped to secure well over \$1.5 million in donations and gifts in support of the academic and research programs in my department.
- Working with the Governing Board of Supply Chain, established a drive to raise money for the Endowed Chair of Excellence in Supply Chain Management. Fund raised has grown to over \$750, 000.
- Member of several professional societies; I have served in various roles in all of them.

- Member of several High School Academies in Hospitality Management, Supply Chain Management, and Business in general.
- I am a volunteer for a Building Committee that seeks to build places of worship in a ‘Quick Build’ manner in which volunteers complete a build in two weeks.
- I am the secretary of my local congregation in Spring Hill Tennessee.

CORPORATE DEVELOPMENT, GRANTS AND PROFESSIONAL DEVELOPMENT

CORPORATE DEVELOPMENT: Funds Raised Through Corporate Partnerships

Working with the Supply Chain Governing Board and other entities, led efforts to secure corporate financial support for academic programs in the *Department of Business Administration at Tennessee State University*. Funds raised include:

2012	Tennessee Hospitality Association , Hospitality Management program	\$5,000.00
2012	OHL , Supply Chain Management (SCM) program,	\$15,000.00
2012	Tractor Supply , SCM program,	\$15,000.00
2012	GSC Mgmt. & Consulting , SCM program	\$5,000.00
2011-2012	Huntington Ingalls Industries , SCM program,	\$20,000.00
2005-2011	Dell Inc. , SCM program,	\$350,000.00
Since 2005	Boeing , SCM program,	\$140,000.00
Since 2005	Corning Inc. , SCM program,	\$140,000.00
Since 2005	GENCO , SCM program,	\$160,000.00
Since 2005	Lexmark International , SCM program,	\$160,000.00
Since 2007	Remar Inc. , SCM program,	\$30,000.00
Since 2007	Wal-Mart Stores , SCM program,	\$120,000.00
Since 2008	HCA Healthtrust PC , SCM program,	\$100,000.00
2008-2011	Microsoft Corporation , SCM program,	\$60,000.00
2007-2011	Northrup Grumman , SCM program,	\$80,000.00
2005-2012	Cummins Filtrations , SCM program,	\$75,000.00
2006-2008	Ingram Micro , SCM program,	\$40,000.00
2007	Siemens , SCM program,	\$5,000.00

The Endowed Chair in Supply Chain Management:

2008	Wal-Mart ,	\$100,000.00
2008	Volkswagen , USA	\$250,000.00
2008	Bernard Werthan	\$25,000.00
2008	Tilden Curry	\$5,000.00

GRANTS: Research Awards

2010 \$110,000 (second year)

Research Grant from **Boeing** Corporation: “*Supplier Relationship Management in Multiple Supply Chains*” -
Investigators: **Jolayemi, Joel K (PI), Fan, CX, and Olorunniwo, Festus**

2009 \$100,000 (first year)

Research Grant from **Boeing** Corporation: “*Supplier Relationship Management in Multiple Supply Chains*” -
Investigators: **Jolayemi, Joel K (PI), Fan, CX, Olorunniwo, Festus, and Li, Xiaoming.**

1996 \$2,000.0

Research grant from ERMCO, Dyersburg, TN., to lead students’ industry research project

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. Program Chair and the organizer of the conference.

1995 \$300.00

University research grant to conduct follow-up field study in cellular manufacturing

1994 \$100,000.00 (\$25,000.00 per year for four years)

Grant from Goodyear Tire and Rubber Co. 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 research in cellular manufacturing.

1994 \$600.00

Research grant from the University of Tennessee-Martin to support my research in cellular manufacturing

Other Awards and Honors

2014 Fulbright Senior Specialist. Served at the University of Ibadan

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 Conference

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

Continuing Education

- 2003-2015** Several workshops in TSU including WEBCT, EEO, BARNER, PeopleAdmin, etc.
- 2002** TSU Training Workshop on Online Course Development and Delivery
- 2001** Training 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 Consulting Experience

Provided business consulting, either through contact via the *Center for Industrial Services of The University of Tennessee* or direct contact, 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*
- 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 - *Work Measurement and Job Costing;*
- 1994** Jones Exhaust Co. - *Safety Protection; 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.*

EXPERIENCE IN ACADEMICS

2015-Present *Professor of Operations and Supply Chain Management, Department of Business Administration, Tennessee State University.*

1998-2015 *Professor and **Head:** Department of Business Administration, Tennessee State University (TSU)*

Responsibilities include: administration, coordination, development, and promotion of academic programs offered in the Department of Business Administration; faculty personnel activities related to promotion, tenure, and retention reviews; faculty recruitment and development; administration of department budgets to meet departmental goals and supervision of department staff; preparation and development of academic programs and schedules; working with the dean's office and departmental faculty; and student recruitment, retention, and advising.

Sample Accomplishments

- Organized, in collaboration with the TSU-Supply Chain Governing Board, two National Supply Chain **Summits** in 2010 and 2012.
- Lead the TSU-COB initiative to attract AAS students from community colleges in Middle Tennessee. Held meetings (in 2011) with relevant divisions in Nashville State and Volunteer State Community Colleges on this issue.
- Recruited an Executive-on-Loan from Holliday Inn to spearhead the efforts to recruit high school students in Hospitality Management, who visited at least one high school per week during the fall 2012 semester.
- Achieved a total student enrollment growth of 45% in ten years (1998- 2007).
- Secured two additional faculty positions for the department.
- Established new undergraduate programs in Supply Chain Management (2004), Human Resource Management (2008) and Hospitality Management (2011).
- Established a MBA concentration in Supply Chain Management (2005).
- Assist to Secure 10 -16 corporate internships for Supply Chain Management majors annually.
- Established the Governing Board of Supply Chain Management (2005)
- Assisted in recruiting members of the Governing Board of Supply Chain Management. Membership has increased to about 14 companies.
- Assist in securing scholarships for 10-16 students annually for the supply Chain and other

students.

- Organized a special corporate recruitment day (every November) for corporate executives to interview students for jobs and internships for students in my department as well as others in the College of Business

Teaching and Research: I have taught undergraduate and graduate courses in the Operations and Supply Chain Management area. The courses that I have taught at TSU include Supply Chain Management Strategy (Graduate), Operations Management (Graduate), Operations Management (Undergraduate), and Management of Service Organizations (Undergraduate). My research interest is in Service Management (especially Service Quality), Supply Chain Management (Reverse Logistics and Supplier Relationship Management), and Cellular Manufacturing.

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

My responsibilities were to: (i) Develop and implement a vision for the CQP that is responsive to the dynamic needs of the businesses and government agencies in its constituent. (ii) Develop, build, and maintain relational bridges between businesses, the CQP, and UTM. (iii) Create as well as lead the efforts in organizing and conducting workshops, seminars, and conferences at the regional and/or national levels. (iv) 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.

Sample Accomplishments

- 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.

Sample Accomplishments

- I was also the **Department Chair** from 1982 to 1987.
- Established/designed 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.
- Coordinated teaching activities at the Graduate and Undergraduate levels in the department.
- 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 year)
- Chairman and Project Leader (1984): Organizational and Operational Restructuring of The University of Ibadan Furniture Manufacturing Project

- 1981-1982** *Assistant Professor* (Tenure-track) of Industrial Engineering, University of Michigan-Dearborn.
- 1981** *Faculty Member (Instructor)*, Department of Mechanical Engineering (Operations Research Group), University of Texas at Austin.
- 1978-1980** *Teaching Assistant*, University of Texas at Austin.
- 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

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, # R. 2319, Nigeria).

ADMINISTRATIVE AND EXTRA-CURRICULAR ACTIVITIES

Tennessee State University

- 2011-2012 Member, University Strategic Planning Council
- 2008-2009 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
- 1998-2015 Head, Department of Business Administration
Member of the following College Committees: Planning/Board of Advisors Committee; Curriculum Committee; MBA Graduate Policy Committee; Instructional resources Committee; Graduate Policy Committee; Intellectual Contributions Committee, etc.

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.
- 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
- 1985-1987 Chairman, Operations Committee of UFP
- 1984 Member of the Board of the Unibadan Furniture Project (UFP).

External Activities

- 2012-present Member of the Boards of High School Academies in six high schools in Metro Nashville.
- 1979-Present Member - International Bible Students Association.
- 2008 External Program Reviewer in Supply Chain Mgt., Alabama A & M University.
- 2006-2008 Member, International Education Research Committee of ISM
- 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)

- 2011-Present Editorial Board: **Annals of Management Science**
- 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.
- 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

1. Baker, D. M. & **Olorunniwo, F. O.** (2018). "Intra-Demographic Differential Satisfaction Levels with Cruise Ship and Destination Experiences: The Caribbean Cruise", *Global Research*, 11 (25), 82-101.
2. **Olorunniwo, F. O.**, Baker, D. M., and DeShields, S. (2017). "How Sequential Service Design Impacts Customer Satisfaction and Behavioral Intentions: An Illustrative case of Bermuda Cruises", *Journal of International Business Management and Research*, 8 (19), 76-95.
3. Li, X., **Olorunniwo, F.**, Fan, C., & Jolayemi, J. (2016). Improving Performance in Supplier Relationship Management with Lower-Tier Supplier Visibility and Management. *Annals of Management Science*, 5 (1), 19-36.
4. **Olorunniwo, F.** and Jolayemi, L. (2014), 'Using supplier selection sub-criteria: selected illustrative demographic analyses', *Int. J. Business Performance and Supply Chain Modelling*, Vol. 6, No. 1, pp. 94-108.
5. Jolayemi, J.K., **Olorunniwo, F.**, Fan, C. and Li, X. (2013), "A Composite Process for Establishing and Continuously Maintaining End-to-End Visibility in Multi-Tier Supplier Network Systems", *Annals of Management Science*, Vol. 2, No. 1, pp. 17-44.
6. Fan, C., **Olorunniwo, F. O.**, Jolayemi, J., & Li, X. (2013) "A Characterization of Lower-Tier Supplier Visibility Practices" *Supply Chain Forum: An International Journal*, Vol. 14 – No.1, pp. 1-14.
7. Lukosius, V., Pennington, B., & **Olorunniwo, F.** (2013), "How Students' Perception of Support Systems Affect Intentions to Transfer Out or Drop Out of College", *Review of J. of Higher Education and Self-Learning*, 6 (18), 189-207.

8. **Olorunniwo, F. O.**, Jolayemi, J., Fan, C., & Li, X (2013), “Lower-Tier Visibility in Supplier Relationship Management: Issues and Industry Perspectives”, *Journal of Business and Economic Perspectives, Spring/Summer*, pp.7-18, 2013.
9. Li, X., **F. Olorunniwo**, J. Jolayemi, and C. Fan (2013), “Re-Examining the Structure of Supplier Stratification Matrix: A Focus on Differential Value and Relationship,” *International Journal of Procurement Management*, 7(2), 219-237.
10. **Olorunniwo, F.O.** and X. Li, “Deadly Sins’ in Reverse Logistics: Management Solutions that Work,” *Journal of NIIE*, 3, 12-24, 2012.
11. Pennington, J.B., **Olorunniwo, F.O.** and Montgomery, M.J., “Time Management Practices Across All College Students’ Classifications – Impact on Persistence,” *Review of Higher Education and Self-Learning – RHESL Volume 4, Issue 12, pp. 1-18, 2011.*
12. **Olorunniwo, F.O.** and X. Li, “An Overview of Some Reverse Logistics Practices in the United States,” *Supply Chain Forum: An International Journal*, 12(3), 2-9, 2011.
13. Pennington, J.B and **Olorunniwo, F.O.**, “Impact of College Freshmen’s Time Management on Performance”, *Journal of Knowledge and Human Resource Management*, Vol. 2, Issue 3, pp. 64-78, 2010
14. **Olorunniwo, F.O.** and X. Li; “Information Sharing and Collaboration Practices in Reverse Logistics”, *Supply Chain Management: An International Journal*. Vol 15 No 6, pp. 454-462, 2010
15. 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.
16. **Olorunniwo, F. O.**, and Hsu, M., “An Investigation of Customer Experiences with Professional Services”, *Services Marketing Quarterly*, Vol. 29(2), 2008, pp 79-92.
17. **Olorunniwo, F.O.**, Hsu, M.; “Typology Analysis of Service Quality, Customer Satisfaction and Behavioral Intentions in Mass Services”, *Managing Service Quality*; Vol. 16, No. 2, pp. 106-123(March 2006).
18. **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)
19. 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.
20. **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.
21. 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).
22. **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).

23. Dedek 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
24. **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.
25. **Olorunniwo, F. O.** and Donna Wood, "Re-engineering Approaches in the Wholesale and Retail Industry", Industrial Management, (May/June 1998).
26. **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).
27. **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)
28. **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).
29. Udo, G. J., Ike C. Ehie, and **F.O. Olorunniwo**, "Fulfilling the Promises of Advanced Manufacturing Systems: A Survey Study", Industrial Management, (Oct. 1995).
30. **Olorunniwo F.O.** and John Ed. Knight; "Monitoring Process Parameters with Pre-Control", Journal of Operations Management, 12 (1995), pp. 75-87.
31. 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 8 (4), 67-79 (1994).
32. **Olorunniwo F. O.** "A Life Cycle Cost Policy When Equipment Maintenance Is Imperfect". International Journal of Quality and Reliability Management, pp.52-71 (1992).
33. **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).
34. Tang L. C. & **F. O. Olorunniwo**, "A Maintenance Model for Repairable Systems". Reliability Engineering and System Safety, Vol. 24, pp.21-32 (1989).
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