

PROMOTION RECOMMENDATION
The University of Michigan
Stephen M. Ross School of Business

Approved by the Regents
May 20, 2010

Ravi Anupindi, associate professor of operations management, with tenure, Stephen M. Ross School of Business, is recommended for promotion to professor of operations and management science, with tenure, Stephen M. Ross School of Business.

Academic Degrees:

PhD	1993	Management of Manufacturing and Automation, Carnegie Mellon University
MS	1989	Management of Manufacturing and Automation. Carnegie Mellon University
ME	1984	Automation, Indian Institute of Science
BE	1982	Electrical and Electronics Engineering, Birla Institute of Technology and Science, Pilani, India

Professional Record:

2002-present	University of Michigan, Stephen M. Ross School of Business Associate Professor of Operations Management
2000-2002	New York University, Stern School of Business Associate Professor of Operations Management,
1993-2000	Northwestern University, Kellogg Graduate School of Management Assistant Professor of Operations Management

Summary of Evaluation:

Teaching: Professor Anupindi has taught a number of classes in operations and management science in our MBA, Executive MBA, and Master's of Supply Chain Management programs, teaching the core course and electives. His teaching evaluations have been excellent ranging between 4.6 and 5.0 in the last three years. Given the highly dynamic nature of the field, Professor Anupindi continuously revises the class to include current developments. Most recently he has developed and taught a very popular supply chain management elective that currently fills two sections per year. He has also developed original case studies that have enhanced the class and have been adopted by other business schools. In addition, Professor Anupindi is co-author of an operations management textbook that is used by many schools and also in our EMBA program. Thus, Professor Anupindi is not only a great classroom teacher but also has extensively contributed to course material development, in the form of case studies and textbooks that have been widely adopted.

Research: Professor Anupindi is widely regarded as one of the key thought leaders in supply chain management. He has clearly established himself as a leader in the area of supply chain contracts. His research in this area has contributed to a much better understanding of performance of actual contracts typically implemented in practice as well as insights into how supply contracts can be better designed to improve supply chain performance. His research has been published in the top journals of operations management such as *Operations Research*, *Management Science*, *M&SOM*, *IIE Transactions*, and *Marketing Science*. His research has also been widely cited. His article, "Coordination and Flexibility in Supply Contracts with Options" which appeared in *M&SOM* has been cited 225 times according to Google Scholar. His research integrates game theory, stochastic processes and inventory theory to shed light on important questions. The major contributions of this work are to present generic contract structures applicable to a wide range of real life settings, to show when channel coordination is possible using relatively simple policies, and to characterize environments in which supply options and coordination is most valuable. Another important area in which Professor Anupindi has made significant contributions is the study of decentralized distribution systems. This is a very important area of study because such systems have become very common even though most prior work analyzed centrally controlled distribution systems. Professor Anupindi's research develops a general and very applicable

framework and sheds light on when centralization benefits the manufacturer and when in fact it may hurt the manufacturer.

Recent and Significant Publications:

Anupindi, R., London, T. and Sheth, S., "Creating Mutual Value: Lessons from Ventures Serving Base of the Pyramid Producers," (forthcoming) *Journal of Business Research*.

Anupindi, R. and Jiang, Li, "Consumer-Driven versus Retailer-Driven Search: Channel Performance and Implications," (forthcoming) *Journal of M&SOM*.

Anupindi, R., and Jiang, Li, "Capacity Investment under Postponement Strategies, Market Competition and Demand Uncertainty," *Management Science*, Vol. 54, No. 11, November 2008, pp 1876-1890.

Anand, K., Anupindi, R. and Bassok, Y., "Strategic Inventories in Vertical Contracts," *Management Science*, Vol.54, No.10, October 2008, pp. 1792-1804

Anupindi, R., and Bassok, Y., "Analysis of Supply Contracts with Commitments and Flexibility," *Naval Research Logistics*, Vol. 55, No. 5, June 2008, pp. 459-477.

Service: Professor Anupindi has an excellent service record. At the Ross School, he took a leadership role in developing a new Master of Science degree program in supply chain management. He was a leader in every aspect of the development of this program; from curriculum development, to contacting industrial leaders to serve on the advisory board, to recruitment of students. The program was launched successfully in January 2009, recently graduated its first class, and Professor Anupindi has been acting as its director since its launch. Professor Anupindi is very active in the intellectual life of the area and contributes to all aspects including faculty recruitment, faculty and student mentoring, etc. He also has an excellent service record for the profession having served as an associate editor for every top journal in the management and operations science field and winning kudos from external reviewers for his dedication and hard work in serving the profession in this manner.

External Reviewers:

Reviewer A: "I think highly of all of Ravi's papers and I note that many of them are published in our field's very best journals...More importantly, Ravi has published some very influential articles...To be precise, we consider them fundamental papers at my school and so include them in our teaching of graduate students."

Reviewer B: "Professor Anupindi is a productive scholar with a well established reputation...All of his research is of a very high quality... I have no doubt that he is very effective in the classroom...I would recommend his promotion without hesitation."

Reviewer C: "Ravi has an admirable publication record for one at his career stage...and this record would be a strong case for promotion at my institution. His paper 'Strategic Inventories in Vertical Contracts' is striking in its implications. His paper 'Integrated Optimization of Procurement, Processing and Trade of Commodities in a Network Environment' is an excellent example of researchers dealing with a real-world problem with a modeling framework, development of heuristics, and demonstration of their performance."

Reviewer D: "The major part of Ravi Anupindi's research is on supply chain management. Within that field, he has addressed a number of topics ranging from operational to structural and strategic. His papers show a sound grasp of methodology including stochastic modeling, optimization, contracting and game theory. The papers are well executed so there is no question about the quality of his best work."

Reviewer E: "He is considered to be a major force in the supply chain management area. I also found it very refreshing and admirable that he has expanded his research interests to include what I termed as

'socially responsible' supply chains. His works on health care delivery models in India, and the new business model of ITC e-Choupal, were both stimulating and exciting."

Reviewer F: "His work on supply contracts with quantity commitments has become standard material in many graduate level supply chain courses. He was also one of the first researchers to lead the shift that has occurred in the last fifteen years in operations management from answering tactical questions to focusing on more strategic questions. Ravi has also made a real impact in the community with his co-authored OM textbook. To sum up, I strongly support Ravi's promotion to full professor; it seems overdue in my mind."

Reviewer G: "I believe that Ravi is one of the most creative researchers in the OM area. His research addresses substantive problems in Supply Chain Management. Ravi was among the first to consider decentralized systems in which each player has a different objective and incentives."

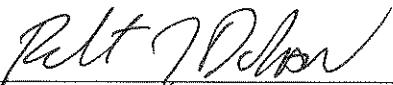
Reviewer H: "Because his papers contain insightful results applicable to real-world supply chain management problems, I teach them in my 'Supply Chain' class with great success! In fact...my book ...includes a section and a case study motivated by Ravi's paper...In addition to his impressive research, Ravi has been active in the profession. I enthusiastically recommend Dr. Anupindi for promotion to Professor of Operations and Management with tenure."

Reviewer I: "Ravi has an excellent reputation in supply chain management, from the more classical supply chain inventory problems to the fashionable supply chain contracting issues, and especially the channel/retail issues. He is really considered to be an expert in these matters. If you do not promote him, somebody else will. There are plenty of places out there that would love to have a person like him and would gladly offer him a chaired a professorship."

Reviewer J: "It is clear that Ravi has established his own research agenda and is making very good progress in executing it...he has certainly established himself as a leader in the field...several of his papers are very highly cited, with 70 or more (Web of Science) citations and more than 100 Google Scholar citations...I do not think you can go wrong in promoting Ravi to full professor."

Summary of Recommendation: The outside reviewers' comments and placement of his work in the top journals in the field attest to the fact that Professor Anupindi is a leader in his field. Professor Anupindi's ability to exploit the strength of his work in order to maximize its impact continues to grow. He adds considerable value to the operations and management science area's research portfolio, and his teaching capabilities and service to the school in developing and directing the Master's in Supply Chain Management program are outstanding.

With this in mind, the Executive Committee and I strongly support Professor Ravi Anupindi's promotion to professor of operations and management science, with tenure, Stephen M. Ross School of Business.


Robert J. Dolan
Edward J. Frey Dean of Business
Stephen M. Ross Professor of Business
Stephen M. Ross School of Business

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